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For action

BIENNIAL SUPPORT BUDGET FOR 2000-2001

SUMMARY

The Executive Director is presenting the biennial support budget for 2000-2001 within the harmonized format agreed upon by the United Nations Development Programme, the United Nations Population Fund and UNICEF.

The proposed gross biennial support budget totals $545.5 million and reflects a 3.4 per cent increase over the 1998-1999 support budget. The net budget for 2000-2001 is proposed to be $493.5 million, reflecting zero growth over the comparable figures for 1998-1999.

The formal decision to be made on the basis of the present document is the adoption of the draft resolution relating to the budget proposal contained in chapter IV, paragraph 100.

* E/ICEF/1999/15.

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ABBREVIATIONS

ACABQ	Advisory Committee on Administrative and Budgetary Questions
Acquis.	Acquisition
admin.	administration
AIDS	acquired immune deficiency syndrome
ASG	Assistant Secretary-General
categ.	category
CEE	Central and Eastern Europe
CIS	Commonwealth of Independent States
CPMP	country programme management plan
CPR	country programme recommendation
dec.	decrease
devel.	development
DFAM	Division of Financial and Administrative Management
DHR	Division of Human Resources
DOC	Division of Communication
EMOPS	Office of Emergency Programmes
EPP	Evaluation, Policy and Planning (Division)
FLS	Financial and Logistics System
GRO	regional Office for Europe in Geneva
GS	General Service
hard.	hardware
HIV	human immunodeficiency virus
HQ	headquarters
ICDC	International Child Development Centre
ICSC	International Civil Service Commission
IMIS	Integrated Management Information System (United Nations)
IMIS-HR	Integrated Management Information System - human resources module
inc.	increase
incl.	including
IP	international Professional

IT	information technology
ITD	Information Technology Division
Maint.	Maintenance
MENA	Middle East and North Africa
MEP	Management Excellence Programme
MPO	master plan of operations
MTP	medium-term plan
Nat.	National
NP	national Professional
OED	Office of the Executive Director
OMPs	office management plans
OPSCEN	Operations Center
org.	organization
Oth.	Other
PFO	Programme Funding Office
Prof.	Professional
prog.	programme
PROMS	Programme Manager System
PSD	Private Sector Division
RO	regional office
SD	Supply Division
SITA	Société internationale de traffic aérien
soft.	Software
UN	United Nations
UNDAP	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
USG	Under-Secretary-General
WCARO	West and Central Africa Regional Office

ORGANIZATION OF THE SECRETARIAT OF UNICEF
2000 - 2001

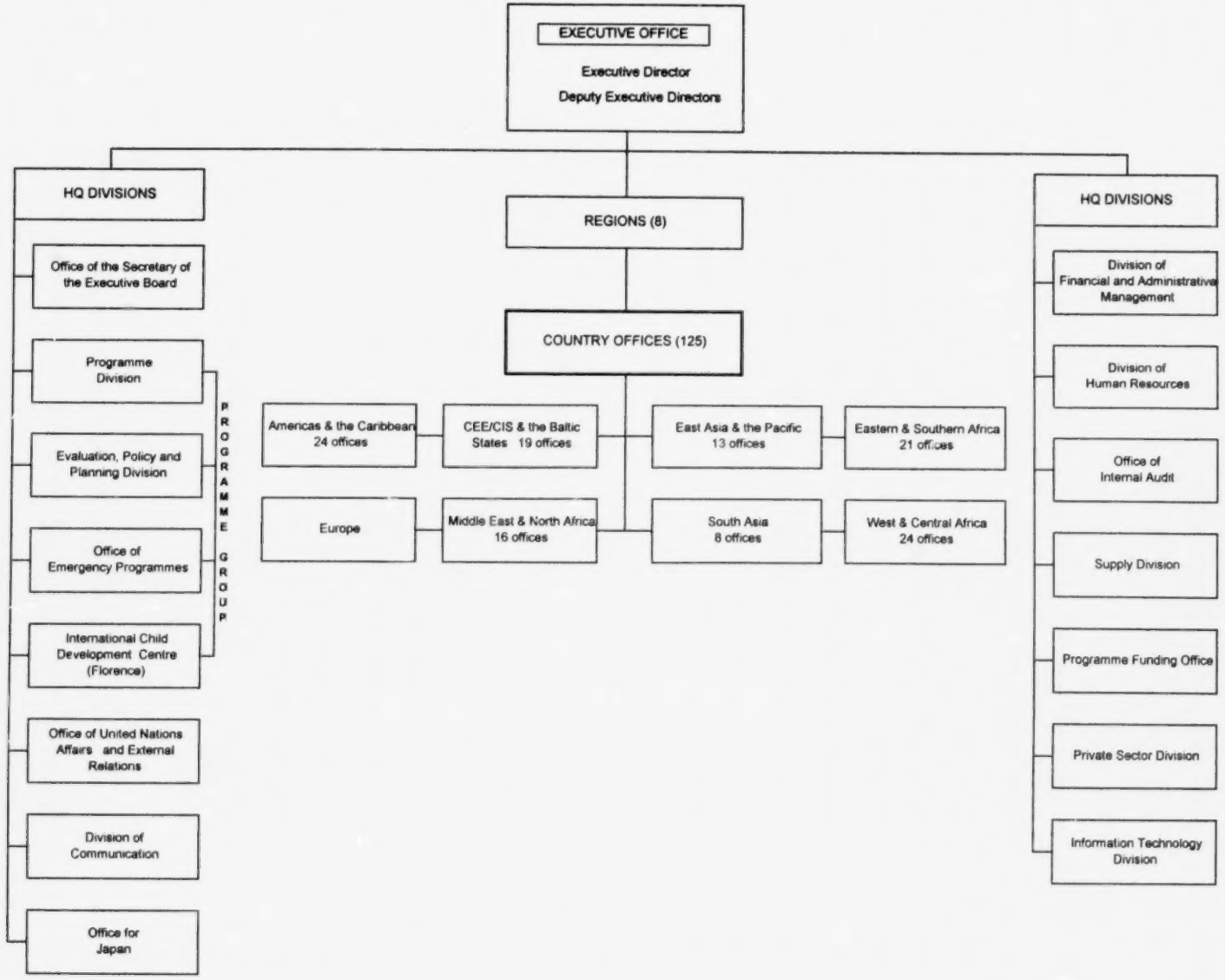
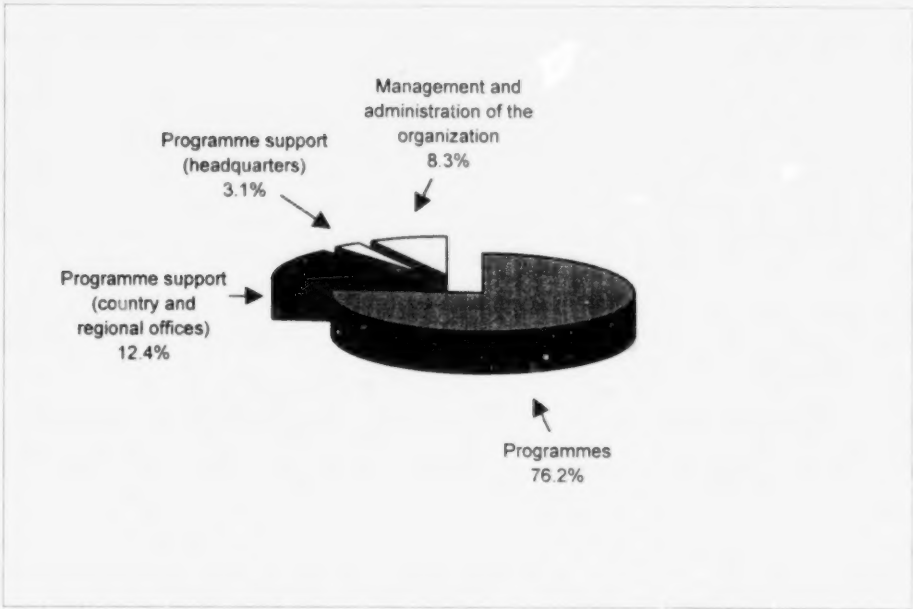

EXECUTIVE OFFICE
Executive Director
Deputy Executive Directors
HQ DIVISIONS
Office of the Secretary of the Executive Board
Programme Division
Evaluation, Policy and Planning Division
Office of Emergency Programmes
International Child Development Centre (Florence)
Office of United Nations Affairs and External Relations
Division of Communication
Office for Japan
PROGRAMME GROUP
REGIONS (8)
COUNTRY OFFICES (125)
Americas & the Caribbean 24 offices
CEE/CIS & the Baltic States 19 offices
East Asia & the Pacific 13 offices
Eastern & Southern Africa 21 offices
Europe
Middle East & North Africa 16 offices
South Asia 8 offices
West & Central Africa 24 offices
HQ DIVISIONS
Division of Financial and Administrative Management
Division of Human Resources
Office of Internal Audit
Supply Division
Programme Funding Office
Private Sector Division
Information Technology Division

Figure A. Use of total resources, 2000-2001


Management and administration of the organization 8.3%
Programme support (headquarters) 3.1%
Programme support (country and regional offices) 12.4%
Programmes 76.2%

I. EXECUTIVE SUMMARY

1. The Executive Director presents in this document the estimates for the 2000-2001 biennial support budget within the format contained in the report on the "Harmonization of budgets: UNDP, UNFPA and UNICEF" (E/ICEF/1999/AB/L.2). As approved for harmonization, the organization will limit the information in the biennial support budget document to the summary level so that Executive Board members can focus on strategic financial decision-making. However, should more detailed information be required, it will be made available upon request.

2. The support budget has been prepared for 2000-2001 which maximizes resources for country programmes and maintains adequate capacity to support regional and country offices to meet the mandate and priorities of the organization. The financial framework given in paragraphs 3-9 below shows an annual resources growth of 3 to 4 per cent and that a lower proportion (23.8 per cent) of total resources will fund the support budget. The budget strategy, contained in paragraphs 10-17 below, shows how UNICEF achieved efficiency savings to fund areas needing to be strengthened. Chapter II gives a more detailed explanation for programme support for field and headquarters, and for management and administration. Chapter III indicates the recovery analysis for the support of other resources programmes. Chapter IV presents the draft appropriations decision to be taken by the Executive Board.

A. Financial framework

3. The UNICEF financial plan for the period 1999-2002 is presented in E/ICEF/1999/AB/L.11 to be submitted to the Executive Board at its September 1999 session. The actual 1998 income was 7 per cent over the 1997 income with a 4 per cent increase in regular resources (formerly referred to as general resources) and an 11 per cent increase in other resources (formerly referred to as supplementary funds). On the basis of pledges received and donor indications received to date, 1999 income is estimated to increase by 4 per cent over 1998 (2 per cent in regular resources and 8 per cent in other resources). For 2000 and beyond, while the funding target has been set at a 7 per cent annual

increase, for planning and budgeting purposes, a 3 to 4 per cent annual increase has been used in the present budget document.

4. UNICEF income consists of voluntary contributions from Governments, the private sector and other income such as interest income, exchange revaluation and income from services rendered. In response to the Executive Board and the Advisory Committee on Administrative and Budgetary Questions (ACABQ), a table showing the revenue and expense plan for the Private Sector Division (PSD) is included in annex IV. Income from the private sector funds regular resources and other resources programmes approved by the Executive Board is comprised of proceeds from product sales and private sector fund-raising through 37 National Committees for UNICEF, programme countries and foundations.

5. Amounts shown for special accounts are those resources received by UNICEF which do not constitute UNICEF income. It is estimated that these accounts will be $100 million for the next biennium.

6. Fees to be received for procurement services of supplies are projected to increase from $8 million in 1998-1999 to $14 million in 2000-2001. Combined with all of the above, the total resources available in 2000-2001 will be $2.7 billion as compared with $2.3 billion for 1998-1999.

7. Table 1 also provides information on resources planned for programme and support budget expenditure. For 2000-2001, 76.2 per cent of the total resources will be used for programmes, and the remaining 23.8 per cent for the support budget (15.5 per cent for programme support and 8.3 per cent for management and administration). The proportion of total resources for the support budget has decreased from 26.6 per cent in 1998-1999 to 23.8 per cent in 2000-2001, and consequently resources available for programme will increase from 73.4 per cent in 1998-1999 to 76.2 per cent in 2000-2001. The section on objectives and strategy (see paragraphs 10-17 below) explains how this is achieved.

8. In response to ACABQ recommendations, table 1 also shows the estimated closing balances for the biennium. UNICEF liquidity policy recommends a minimum year-end regular resources convertible cash balance equal to 10 per cent of the projected regular resources income. The cash balance for "other resources" can vary widely depending on the timing of the receipt of funds and the implementation of the programmes. This resource plan assumes that the other resources cash balance will increase by an average of about 2 per cent annually. UNICEF income is recorded on an accrual basis. The cash balance also takes into account the assumptions made on the receivables and movements in other assets and liabilities.

9. UNICEF prepares one gross support budget to cover the costs of programme support and management and administration for regular and other resources. Estimated recovery to be received for programmes funded from other resources, reimbursement for services such as administration of the junior professional programme and government contributions towards local costs are considered as estimated income to the budget. In addition, the charge for the packing and assembly of programme supplies, which is recorded as a charge to programme expenditure, is considered as income to the budget. The estimated income to the budget is then deducted from the gross support budget to derive the net support budget funded from regular resources. In the proposal for the 1998-1999 biennial support budget, in the income to the budget, UNICEF has included an estimated amount of refund to staff members on income taxes levied by Member States. In this biennial support budget, following the existing practice of recording income in the financial statements, this item has been excluded from income to the budget; thus, the 1998-1999 figures are also adjusted accordingly.

Table 1. Resource plan

(In millions of United States dollars)

	1998-1999						2000-2001					
	Regular resources		Other resources		Total resources		Regular resources		Other resources		Total resources	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Resources available												
Opening balance	105.0		269.0		374.0		144.0		284.0		428.0	
Income												
Governments	696.0		523.0		1,219.0		737.0		578.0		1,315.0	
Private sector a/	367.0		249.0		616.0		417.0		308.0		725.0	
Other b/	60.0		8.0		68.0		80.0		0.0		80.0	
Reimbursement for services	0.0		8.0		8.0		0.0		14.0		14.0	
Special accounts	0.0		60.0		60.0		0.0		100.0		100.0	
Total	1,228.0		1,117.0		2,345.0		1,378.0		1,284.0		2,662.0	
Use of resources - programmes and support activities												
A. Programmes	629.0	56.0	796.6	97.0	1,425.6	73.4	770.0	60.9	938.0	95.9	1,708.0	76.2
B. Programme support												
Country and regional offices	245.9	21.9	24.4	3.0	270.3	13.9	251.1	19.9	26.0	2.7	277.1	12.4
Headquarters	74.4	6.6	0.0	0.0	74.4	3.8	63.4	5.0	7.2	0.7	70.6	3.1
Total programme support	320.3	28.5	24.4	3.0	344.7	17.7	314.5	24.9	33.2	3.4	347.7	15.5
C. Management and admin. of org.	173.2	15.4	0.0	0.0	173.2	8.9	179.0	14.2	6.8	0.7	185.8	8.3
Total	1,122.5	100.0	821.0	100.0	1,943.5	100.0	1,263.5	100.0	978.0	100.0	2,241.5	100.0
Closing balance estimates c/	144.0		284.0		428.0		81.0		292.0		373.0	
Biennial support budget												
Total net budget estimates (B+C)	493.5		24.4		517.9		493.5		40.0		533.5	
Estimated income and adjustments												
Reimbursement for services	1.5		7.0		8.5		1.0		13.9		14.9	
Other resources - recovery	24.4		(24.4)		0.0		40.0		(40.0)		0.0	
Recovery for warehouse	8.0		0.0		8.0		9.0		0.0		9.0	
Government contribution towards local costs	0.0		0.0		0.0		2.0		0.0		2.0	
Subtotal	33.9		(17.4)		16.5		52.0		(26.1)		25.9	
Total gross budget estimates	527.4		7.0		534.4		545.5		13.9		559.4	

a/ Income sources and amounts related to the private sector are also included in annex IV

b/ The types of income included are

(In millions of United States dollars)

	1998-1999	2000-2001
Interest income	44	50
Income related to financial operation	12	16
Income related to programme operation	6	6
Income related to the budget expenditure	8	8
Currency exchange adjustment	(10)	0
	60	80

c/ The closing balances take into consideration the updated income and expenditure for 1998-1999 and also the changes in other assets and liability accounts.

Table 2. Summary of main areas of increase/decrease

(In thousands of United States dollars)

		Volume	Cost	Total
I. 1998-1999 Net appropriation estimates				493,595.9
II. Net inflation/currency and other staff cost adjustment			19,794.8	19,794.8
III. Decreases				
1. HQ efficiency savings from FLS and PROMS		(2,656.8)		
2. MEP efficiency savings		(6,909.4)		
3. Other decreases		(3,926.9)		
	Subtotal	(13,493.1)		(13,493.1)
IV. Increases				
1. MTP priorities		3,946.8		
2. Africa		3,091.0		
3. IT operations		4,678.3		
	Subtotal	11,716.1		11,716.1
V. Net change in estimated income				
1. Increase in recovery from other resources		(15,600.0)		
2. Addition of government contribution towards local costs		(2,000.0)		
3. Net increase in other income to budget items		(500.0)		
	Subtotal	(18,100.0)		(18,100.0)
VI. 2000-2001 Net appropriation estimates		(19,877.0)	19,794.8	493,513.7

B. Objectives and strategy

10. The UNICEF Executive Board approved the priorities for action set forth in the medium-term plan (MTP) for the period 1998-2001 (E/ICEF/1998/13 and Corr.1), with special emphasis on achievement of the goals of the World Summit for Children and on implementation of the Convention on the Rights of the Child. The MTP specified four organizational priorities and contained a description of how UNICEF intended to improve its performance management and mobilize the projected resources for implementation of the major areas of action. The MTP provided the context for the preparation of the present support budget.

11. In addition to the MTP, specific objectives that have guided the formulation of the present budget are:

(a) To maximize resources for programmes by containment of support costs to total resources managed;

(b) To sustain the centrality and strength of field offices to carry out the programmes;

(c) To enhance the strategic focus of headquarters operations to better contribute to the achievement of the MTP priorities;

(d) To use the support budget process as a building block in managing for improved performance and results.

12. The strategy to achieve those objectives is laid out in the logical order that UNICEF undertook during the budget formulation and review process:

(a) All offices were requested to look for savings to stay within the no-growth budget;

(b) At the same time, they were asked to identify and prioritize risk areas and areas of opportunity that linked to achievement of MTP priorities;

(c) Interaction and dialogue between offices was strongly encouraged to eliminate duplication and streamline activities wherever possible;

(d) Regional and headquarters offices were required to prepare office management plans (OMPs) with specific goals and measurable objectives that correspond to the major areas of actions in the MTP.

The above actions resulted in the support budget ratio of 23.8 per cent versus 26.6 per cent in 1998-1999, an increase in regular resources for programmes of $140 million, and identification of $13.5 million in savings (see table 2, item III), thereby releasing resources for investment in activities directly linked to the MTP priorities. These are explained briefly below, with more details given in the relevant sections of the present document.

Savings

13. Savings are described below:

(a) Headquarters efficiency savings from the Financial and Logistics System (FLS) and the Programme Manager System (PROMS): Savings totalling $2.7 million in Supply Division (see paragraphs 58-62 below) and the Division of Financial and Administrative Management (DFAM) (see paragraphs 81-82 below) are directly related to implementation of FLS and PROMS. Due to revised processes, approximately 20 regular posts and temporary assistance are no longer required to support, check and correct the separate data entry in the approximately 100 separate legacy systems (see table 2, item III-1);

(b) Management Excellence Programme (MEP) efficiency savings: In other offices, UNICEF also reaped the benefit of investments in information technology (IT), staff training and the MEP process. The continued review of internal processes, global usage of standard software, e-mail, internet, intranet and extranet, together with enhanced document classification, has increased productivity. To maximize the available resources, offices also reorient programmes and plans to focus on the priority areas through these processes. In these cases, divisions and offices such as the Division of Communication (DOC), the regional Office for Europe in Geneva (GRO), the Office of the Secretary of the Executive Board, and the Americas and the Caribbean and the South Asia regional offices have identified savings of $6.9 million to absorb mandatory cost increases (see table 2, item III-2);

(c) Other decreases: The reallocation of some posts to support the increase in procurement services in Supply Division and decreases in the volume of the operating costs result in other savings of $3.9 million (see table 2, item III-3).

Increases

14. MTP priorities: The management plans of offices and divisions were reviewed for their contributions towards the MTP priorities, namely:

(a) To enhance partnerships and promote advocacy on children's rights;

(b) To aim programme priorities mainly at accelerating progress, where possible, for the achievement of the World Summit for Children goals;

(c) To improve the availability and use of data in critical areas;

(d) To strengthen management and operations especially to enhance human resources capacity to deal with new and emerging programme areas, to better response to the increase in complex emergencies and to mobilize resources.

Increased resources are proposed for offices and divisions that are especially under-resourced to carry out their activities, such as in the Office of Emergency Programmes (EMOPS), the Office of the Executive Director (OED), the Programme Funding Office (PFO) and Evaluation, Policy and Planning (EPP) Division. These proposals as explained in paragraphs 51-79 below amount to $3.9 million (see table 2, item IV-1).

15. Africa: Because of containment of overall support budget levels and changes in the programme allocation formula, there will be increases in programme resources, especially for Africa. An increase in the support budget in the amount of $3.1 million (see table 2, item IV-2) is proposed for the two regions in Africa to strengthen the support capacity in certain offices (see paragraph 38 below).

16. IT operations: Resources for the IT infrastructure, operations and information systems are reviewed in the current environment where all systems are integrated globally and information automatically transferred across them. Therefore, a strong infrastructure is a necessity to enable all offices to meet their plans towards the achievement of the MTP priorities outlined above. Currently, a number of key corporate IT functions are in the hands of temporary staff or consultants, which is a risk area that needs to be addressed. It is proposed to increase the number of knowledgeable and highly skilled staff by converting key long-term consultancies into established posts at headquarters (see paragraph 94 below). Review was also undertaken of the competencies at regional and field office levels (see paragraph 37 below). The volume increase foreseen for global IT activities and hardware worldwide is estimated at $4.6 million (see table 2, item IV-3).

17. Increases proposed in these areas will amount to $11.7 million, which can be funded from the savings identified.

C. Summary of proposals

18. The gross support budget for 2000-2001 is proposed to be $545.5 million. As shown in table 3, this reflects a volume reduction of $1.8 million and a cost increase of $19.8 million due to inflation and exchange rate factors. The net support budget, after deducting estimated income to the budget, will be $493.5 million, the same level as 1998-1999.

19. Estimated income to the budget will increase by $18.1 million from $33.9 million to $52.0 million. The increase in individual items in the income to the budget is indicated in table 2, item V.

20. The number of posts charged to the support budget is proposed to increase from 2,459 to 2,467. This is the result of a reduction of 71 General Service

posts and an increase of 64 international Professional and 15 national Professional posts. Posts in different categories and different locations are shown in table 4. The total number of posts from the support budget and the programme budget for each country and region is shown in annex III.

Table 3. Budget estimates by appropriation line and by location

(In thousands of United States dollars)

Gross budget estimates	1998-1999 Approved appropriations	1998-1999 % of total	Changes Volume Inc./(dec.)	Changes Volume %	Changes Cost Inc./(dec.)	Changes Cost %	2000-2001 Proposed estimates	2000-2001 % of total
By appropriation line								
Programme support								
Country and regional offices	270,345.2	51.3	737.1	0.3	8,034.5	3.0	279,116.8	51.2
Headquarters	82,445.1	15.6	(4,366.3)	(5.3)	1,549.6	1.9	79,628.4	14.6
Subtotal	352,790.3	66.9	(3,629.2)	(1.0)	9,584.1	2.7	358,745.2	65.8
Management and admin. of org.	174,705.6	33.1	1,852.2	1.1	10,210.7	5.8	186,768.5	34.2
TOTAL	527,495.9	100.0	(1,777.0)	(0.3)	19,794.8	3.8	545,513.7	100.0
By location								
Country offices	216,095.9	41.0	241.7	0.1	7,497.8	3.5	223,835.4	41.0
Regional offices	54,249.3	10.3	495.4	0.9	536.7	1.0	55,281.4	10.2
Headquarters	257,150.7	48.7	(2,514.1)	(1.0)	11,760.3	4.6	266,396.9	48.8
TOTAL	527,495.9	100.0	(1,777.0)	(0.3)	19,794.8	3.8	545,513.7	100.0
Estimated income	(33,900.0)		(18,100.0)	53.4			(52,000.0)	
Net budget estimates	493,595.9		(19,877.0)	(4.0)	19,794.8	4.0	493,513.7	

Figure B. Gross budget estimates by appropriation line, 2000-2001

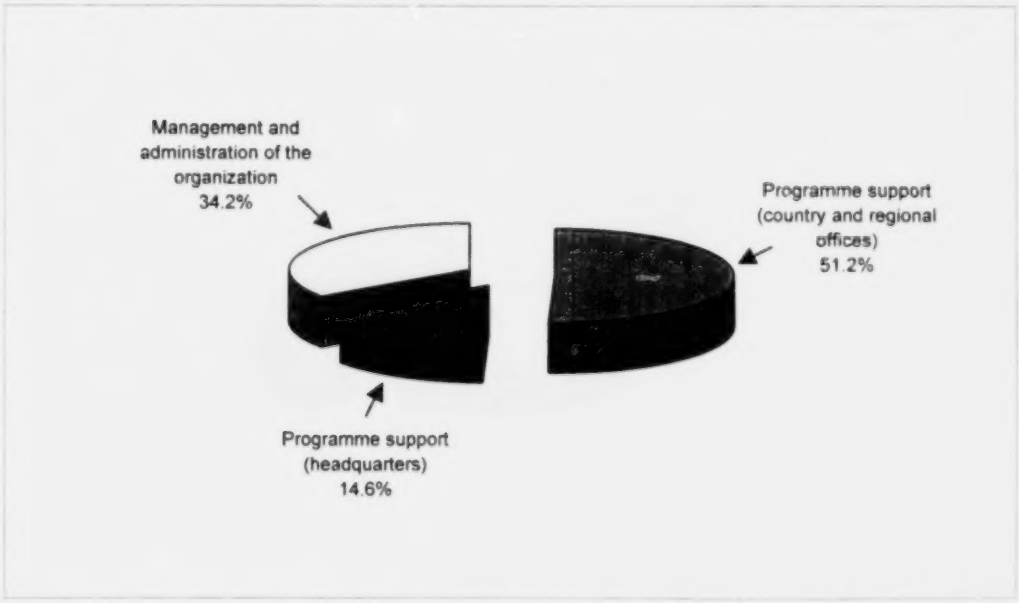

Management and administration of the organization 34.2%
Programme support (country and regional offices) 51.2%
Programme support (headquarters) 14.6%

Table 4 Regular resources posts by category, appropriation line and location

Posts	1998-1999 approved posts					Changes				2000-2001 proposed posts				
					%	Increase/(decrease)								%
	IP	NP	GS/Oth	Total	of total	IP	NP	GS/Oth	Total	IP	NP	GS/Oth	Total	of total
By appropriation line														
Programme support														
Country and regional offices	390	227	1,096	1,713	69.7	19	15	(32)	2	409	242	1,064	1,715	69.5
Headquarters	116	0	138	254	10.3	14	0	(29)	(15)	133	0	109	242	9.8
Subtotal	506	227	1,234	1,967	80.0	33	15	(61)	(13)	542	242	1,173	1,957	79.3
Management and admin. of org.	220	2	270	492	20.0	31	0	(10)	21	248	2	260	510	20.7
TOTAL	726	229	1,504	2,459	100.0	64	15	(71)	8	790	244	1,433	2,467	100.0
By location														
Country offices	287	205	938	1,430	58.2	20	11	(35)	(4)	307	216	903	1,426	57.8
Regional offices	103	22	158	283	11.5	(1)	4	3	6	102	26	161	289	11.7
Headquarters	336	2	408	746	30.3	45	0	(39)	6	381	2	369	752	30.5
TOTAL	726	229	1,504	2,459	100.0	64	15	(71)	8	790	244	1,433	2,467	100.0

Figure C. Regular resources posts by appropriation line, 2000-2001

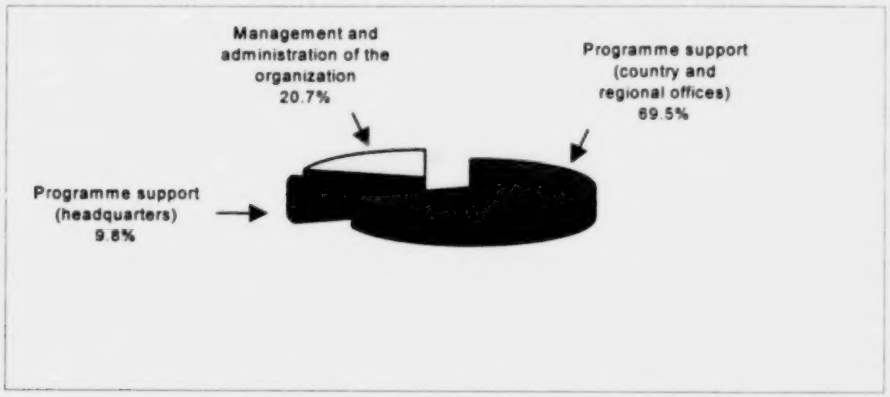
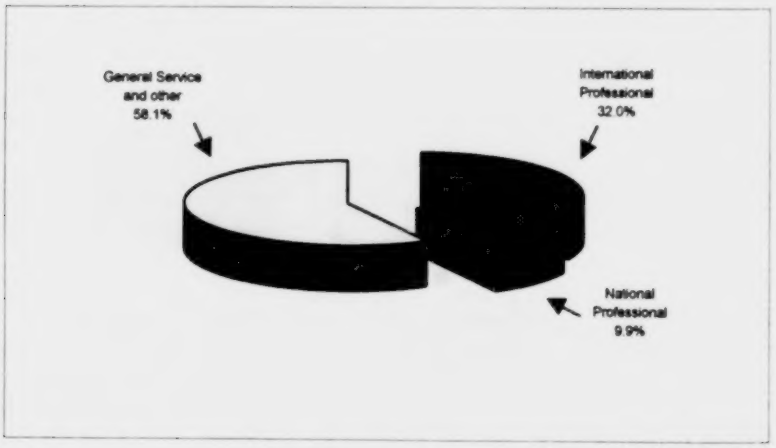

Management and administration of the organization 20.7%
Programme support (country and regional offices) 69.5%
Programme support (headquarters) 9.8%

Figure D. Regular resources posts by category, 2000-2001



II. PROPOSALS FOR THE 2000-2001 BIENNIAL SUPPORT BUDGET

A. General

21. Summary table I provides a financial overview of the proposed budget estimates by main organizational unit within each appropriation line. Summary table II provides a financial overview of the proposed budget estimates by main expenditure category within each appropriation line. Figure F provides an overview of the proposed budget estimates by main expenditure category. For information, summary tables IV (a) and IV (b) provide similar information pertaining to the support activities in other resources and, in the case of UNICEF, support costs in the procurement services activities.

22. As can be seen from summary table I, except for the few offices that are proposing volume increases as mentioned in paragraphs 10-17 above, all other offices have achieved savings. Except for posts and other staff costs and the reimbursement expenditure category, summary table II shows that all other expenditure categories, such as consultants, travel, operating expenses and furniture and equipment, are reduced. An increase in other staff costs is for the remaining temporary assistance in IT, which was previously included in the one-time system development contracts. More detailed explanations will be given in the relevant sections under each appropriation line.

23. The central costs under each appropriation line shown in summary table I include, as in the past, termination indemnity, malicious acts insurance, refunds to staff members for income taxes levied by Member States and training.

24. Globally, the training budget for 2000-2001 is established at $6 million, the same level as in 1998-1999 for staff funded from the support budget. Key areas for staff development will include management and leadership; rights-based approaches, including programming; United Nations reform; emergency preparedness; and the new management information systems. Details on training activities in 1997-1998 are given in annex VI.

25. While summary table III provides information on the total number of posts per organizational unit and per grade level, table 5 highlights the proposed changes in the number of posts financed from the support budget for each of the main components of the appropriation line. The first part of the table covers increases and decreases that are being proposed against the 1998-1999 approved base. The second part summarizes changes in the overall grade structure as a result of confirmed reclassifications of the grade level of existing posts and functions. It should be pointed out, as part of the overall human resources strategy, that the establishment of more junior-level Professional posts was encouraged for 2000-2001 to reflect skill requirements and to attract a pool of younger professionals for the future.

Table 5 Proposed changes in regular resources post requirements, 2000-2001

Organizational unit	1998-1999	International Professional category and above									GS and other categ.	Grand total	2000-2001
		USG ASG	D-2	D-1	P-5	P-4	P-3	P-2/-1	Total	Nat. Prof.			
1998-1999 APPROVED POSTS		3	27	53	247	246	112	38	726	229	1,504	2,459	
POST INCREASES/DECREASES													
A. Programme support													
1. Country and regional offices													
West and Central Africa region	359	0	0	0	0	1	1	1	3	5	(3)	5	364
Eastern and Southern Africa region	328	0	0	0	(1)	(1)	11	3	12	9	1	22	350
The Americas and the Caribbean region	236	0	0	0	0	(1)	2	0	1	(3)	1	(1)	235
East Asia and the Pacific region	213	0	0	0	2	(1)	1	0	2	5	(3)	4	217
South Asia region	282	0	0	0	0	0	0	0	0	(4)	(29)	(33)	249
Middle East and North Africa region	173	0	0	0	0	(1)	1	0	0	3	3	6	179
CEE, CIS and the Baltic States region	122	0	0	0	0	(1)	1	1	1	0	(2)	(1)	121
Total (net) - A.1	1,713	0	0	0	1	(4)	17	5	19	15	(32)	2	1,715
2. Headquarters													
Programme Division	102	0	0	0	(1)	0	1	3	3	0	0	3	105
Office of Emergency Programmes	20	0	0	(1)	1	(1)	2	0	1	0	1	2	22
Supply Division	127	0	0	1	0	(1)	6	3	9	0	(30)	(21)	106
Information Technology Division (PROMS)	0	0	0	0	0	1	0	1	2	0	0	2	2
International Child Development Centre (Florence)	0	0	1	0	0	0	0	0	1	0	0	1	1
Regional Office for Europe, Emergency Section	5	0	0	1	0	0	0	0	1	0	0	1	6
Total (net) - A.2	254	0	1	1	0	(1)	9	7	17	0	(29)	(12)	242
Total (net) - A	1,967	0	1	1	1	(5)	26	12	38	15	(61)	(10)	1,957
B. Management and administration of the organization													
Office of the Executive Director	18	1	(1)	0	0	1	0	0	1	0	(1)	0	18
Evaluation, Policy and Planning Division	36	0	0	0	0	0	2	(2)	0	0	0	0	36
Office of Internal Audit	20	0	0	0	0	0	0	0	0	0	0	0	20
Office of the Secretary of the Executive Board	10	0	0	0	0	0	0	0	0	0	0	0	10
Programme Funding Office	26	0	0	0	0	2	1	2	5	0	0	5	31
Office of UN Affairs and External Relations	9	0	0	0	0	0	0	0	0	0	0	0	9
Division of Communication	64	0	0	0	(2)	0	1	4	3	0	0	3	67
Division of Human Resources	79	0	0	0	2	4	(5)	0	1	0	2	3	82
Division of Financial and Administrative Management	127	0	0	0	0	0	(4)	6	2	0	(15)	(13)	114
Information Technology Division	49	0	0	0	0	6	6	6	18	0	5	23	72
Office for Japan	7	0	0	0	0	0	0	0	0	0	0	0	7
Regional Office for Europe (Geneva)	47	0	0	(1)	1	(1)	0	(1)	(2)	0	(1)	(3)	44
Total (net) - B	492	1	(1)	(1)	1	12	1	15	28	0	(10)	18	510
Total: Post increases/decreases (net)	2,459	1	0	0	2	7	27	27	64	15	(71)	8	2,467

Table 5. Proposed changes in regular resources post requirements, 2000-2001 (continued)

Organizational unit	1998-1999	International Professional category and above											2000-2001
		USG ASG	D-2	D-1	P-5	P-4	P-3	P-2/-1	Total	Nat Prof	GS and other categ	Grand total	
POST RECLASSIFICATIONS													
A Programme support													
Country and regional offices													
West and Central Africa region		0	0	0	0	1	(1)	0	0	0	0	0	
Eastern and Southern Africa region		0	0	0	0	0	0	0	0	0	0	0	
The Americas and the Caribbean region		0	0	1	(1)	0	0	0	0	0	0	0	
East Asia and the Pacific region		0	0	0	0	0	0	0	0	0	0	0	
South Asia region		0	0	0	0	0	1	(1)	0	0	0	0	
Middle East and North Africa region		0	0	1	(1)	0	0	0	0	0	0	0	
CEE, CIS and the Baltic States region		0	0	0	(1)	2	(1)	0	0	0	0	0	
Headquarters													
Programme Division		0	0	0	2	(2)	1	(1)	0	0	0	0	
Office of Emergency Programmes		0	0	0	1	0	(1)	0	0	0	0	0	
Supply Division		0	0	0	0	0	0	0	0	0	0	0	
Information Technology Division (PROMS)		0	0	0	0	0	0	0	0	0	0	0	
International Child Development Centre (Florence)		0	0	0	0	0	0	0	0	0	0	0	
Regional Office for Europe, Emergency Section		0	0	0	0	0	0	0	0	0	0	0	
Total (net) - A		0	0	2	0	1	(1)	(2)	0	0	0	0	
B Management and administration of the organization													
Headquarters													
Office of the Executive Director		0	0	0	0	0	0	0	0	0	0	0	
Evaluation, Policy and Planning Division		0	0	1	1	0	(2)	0	0	0	0	0	
Office of Internal Audit		0	0	0	0	0	0	0	0	0	0	0	
Office of the Secretary of the Executive Board		0	0	0	0	0	0	0	0	0	0	0	
Programme Funding Office		0	0	0	0	0	0	0	0	0	0	0	
Office of UN Affairs and External Relations		0	0	0	0	0	0	0	0	0	0	0	
Division of Communication		0	0	0	0	0	1	(1)	0	0	0	0	
Division of Human Resources		0	0	0	0	0	0	0	0	0	0	0	
Division of Financial and Administrative Management		0	0	1	(2)	1	0	0	0	0	0	0	
Information Technology Division		0	0	0	2	4	(2)	(4)	0	0	0	0	
Office for Japan		0	0	0	0	0	0	0	0	0	0	0	
Regional Office for Europe (Geneva)		0	0	1	(1)	0	0	0	0	0	0	0	
Total (net) - B		0	0	3	0	5	(3)	(5)	0	0	0	0	
Total Post reclassifications (net)		0	0	5	0	6	(4)	(7)	0	0	0	0	
Total Changes (net)		1	0	5	2	13	23	20	64	15	(71)	8	
2000-2001 PROPOSED POSTS		4	27	58	249	259	135	58	790	244	1,433	2,467	

Figure E. Regular resources posts by category and appropriation line, 2000-2001

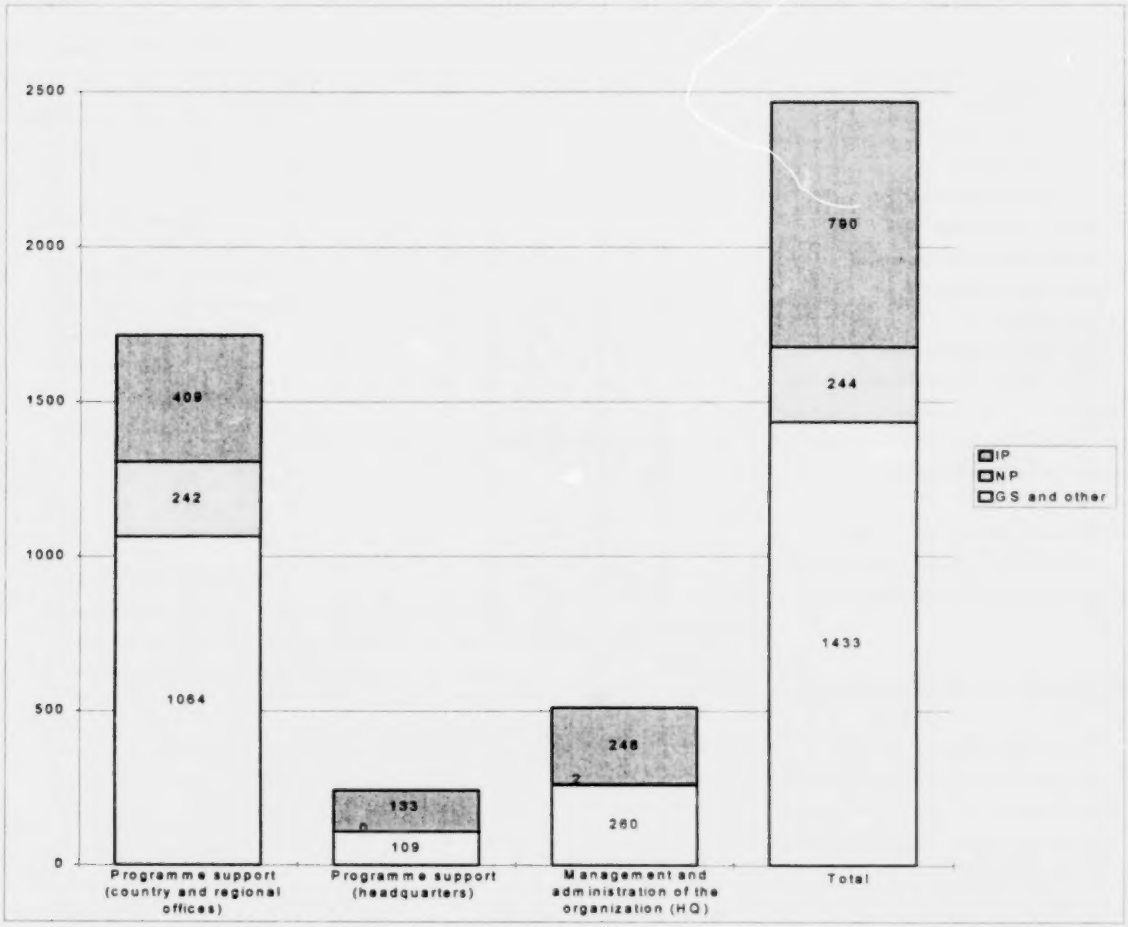
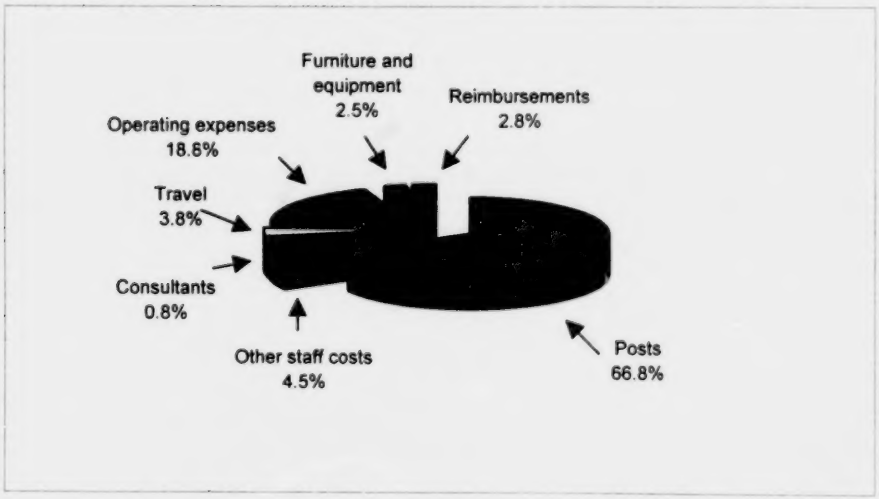


Figure F. Expenditures by category, 2000-2001



B. Programme support

26. The programme support component of the budget comprises two sub-components: (a) programme support - country and regional offices; and (b) programme support - headquarters. As shown in table 4, total staff resources assigned to this component constitute 79 per cent of the total support budget, of which 69 per cent are assigned to country and regional offices and 10 per cent to programme support divisions at headquarters.

1. Country and regional offices

27. In the field, UNICEF has 125 country offices, sub-offices and area offices and 7 regional offices supporting programme cooperation in 161 countries and territories. The designation "area" office refers to an office serving more than one country. Country/area offices are headed by a UNICEF representative who is responsible for all UNICEF activities undertaken in the country(ies) concerned. In some cases, sub-offices have been established where UNICEF programme inputs are significant enough to require a full-time presence, but are not of sufficient size to warrant a full-scale country office. Heads of sub-offices report to the UNICEF representative in the area office.

Regional offices

28. The regional office serves as a mechanism for guidance, support, oversight and coordination of country offices within the region. It provides trend analysis of commonalities and diversities, flexibly managing resources within the region to support individual countries. The regional office is the key facilitator of a process of peer review and exchange among UNICEF offices within each region so that decisions at country and regional levels are informed by the rich experiences and draw on the capabilities of UNICEF staff and partners.

29. Regional offices prepare OMPS before starting the budget formulation exercise. All regional OMPS contribute to the MTP priorities. The common elements are to: (a) maximize the region's achievement of the World Summit for Children goals and mobilize the region for the future agenda on children and women; (b) provide leadership in the region on children's and women's rights and issues that impact heavily on children; and (c) support the management of programmes and offices.

30. The special support and management that the country offices require from the regional offices are reflected in each regional OMP. In some cases, it also influences how the offices are organized, for example:

(a) The Eastern and Southern Africa Regional Office has indicated that more accelerated programme support to combat HIV/AIDS and malaria needs to be undertaken;

(b) In the West and Central Africa Regional Office (WCARO), programme priorities continue to be child survival, the Bamako Initiative and girls' education. Provisions are also made to strengthen emergency support and communication capacity;

(c) In the East Asia and Pacific Regional Office, regional programmes for HIV/AIDS and child protection will continue. Ongoing economic crises have highlighted the need for redoubled efforts in generating additional resources to sustain achievements already made. The regional office has also further consolidated its common services unit with the Thailand country office;

(d) The Regional Office of South Asia emphasizes three core roles: regional advocacy and outreach; support to country programmes in specific areas;

and oversight of management and operations functions and capacities in the region;

(e) Strengthening of management systems, the adoption of performance indicators and improved response and preparedness towards emergencies are the declared priorities of the Middle East and North Africa (MENA) Regional Office;

(f) The Americas and the Caribbean Regional Office is moving away from a vertical, sectoral structure towards more multidisciplinary groupings. The regional network created will allow the regional office to provide greater support to offices on managerial and operational issues;

(g) Major actions, goals and objectives of the Central and Eastern Europe, the Commonwealth of Independent States (CIS) and the Baltic States region are to: (i) strengthen emergency response and continuing support with the EMOPS section in Geneva for emergency preparedness training and actions; (ii) strengthen and support operations capacity of staff; (iii) position UNICEF in the region in the area of human rights; and (iv) strengthen support to country programme preparation, programme strategy and action, and resource mobilization.

31. To respond better to priorities in the area of human resources management, it is proposed to establish three posts of human resources officer in three regional offices: MENA; the Americas and the Caribbean; and Central and Eastern Europe, CIS and the Baltic States, with the human resources officer post in the latter also covering the regional Office for Europe, and the private sector office, based in Geneva. The additional posts are funded within current budgetary resources. The other four regional offices of West and Central Africa, Eastern and Southern Africa, East Asia and the Pacific, and South Asia currently have senior human resources officers.

32. In total, as reflected in table 4, the number of posts in regional offices increased by 6 to 289 as compared with 1998-1999, which is 12 posts less than the 301 in 1996-1997. This has been possible due to a combination of strengthening in planning and strategic focus on priority areas which enables regional offices to carry out their functions within the total available resources.

Country offices

33. The preparation of the support budget in country offices follows the integrated budgeting approach. The support budget is planned as a constituent part of the country programme. During the country programme planning process, activities and programme objectives are reflected in the country programme recommendation (CPR) and the master plan of operations (MPO). The CPRs and MPOs are informed by an updated situation analysis of children and women, the Common Country Assessment, the lessons learned from the mid-term and annual reviews of the current country programme, the concluding observations of the United Nations Committee on Child Rights, if available, and the organizational priorities reflected in the Board-approved MTP. The UNICEF country programmes of cooperation are designed to fit within the United Nations Development Assistance Framework (UNDAF) in countries where it exists.

34. Programme structures are determined in support of the objectives. The MPO covers a summary of the total programmes supported in the country programme cooperation (total resources and the expected phasing for both regular resources and other resources are estimated). The necessary planning and technical input provided by the project personnel is also indicated. This information forms the basis for the preparation and use of the country programme management plan (CPMP) by the country office. During the planning process for the CPMP, the organizational structure of the office and other resource management requirements, e.g. facilities and IT, are identified. The organizational

structure of the office usually corresponds to the programme structure. The information on the number of project personnel and programme support costs is included in the CPR to the Executive Board where the programme funds (of two to five years) are approved.

35. All of the "support budget" for country offices and the budget for regional offices and headquarters are appropriated by the Executive Board every two years in the "biennial support budget". Annex III of the present proposal recaptures the estimated programme resources and support budget, together with the total number of posts funded from the programme budget and the support budget for each country. A regional comparison of the total programme and support resources between 1998-1999 and 2000-2001 is given in table 6.

36. The staffing structure in number, nature and level of posts funded by the support budget depends on the size and complexity of the country programme. During this budget review process, regions have attempted to categorize offices according to the programme funding in levels and type of office, and to indicate the range of the support budget in absolute terms, as well as in percentage of programme funds and number of professional posts funded by the support budget. Adjustments are made taking into account the changes in the size and complexities of the programmes. During this budget exercise, the office structures in the following countries were strengthened: Democratic People's Republic of Korea; Eritrea; Fiji (covering the Pacific Islands); Mongolia; Papua New Guinea; Russian Federation; and Ukraine.

37. Developing a global virtual private network through the Société internationale de traffic aérien (SITA) "IPConnect" initiative will help to contain the telecommunication costs as traffic volume has increased sevenfold. Country offices will have a secure, fully managed, end-to-end service with guaranteed throughput and unlimited traffic, all at a fixed cost. PROMS requires a basic level of technical expertise and technical infrastructure and, thus, needs strengthening. Within the existing resources, every office has ensured adequate IT competency to support PROMS and the global communication network.

38. As can be seen from table 6, programme resources to the two regions in Africa will increase substantially. Altogether, support budget posts in the regions in Africa increased by 27 (see table 5). More offices will have United Nations field security officers owing to deteriorating security conditions and increased awareness of security needs. Upgrading in emergency communications equipment and services for stress counselling have been identified as needs that have to be provided.

39. During this budget preparation, it was decided that the sub-office in Sao Tome and Principe will be transferred from the Eastern and Southern Africa region to the West and Central Africa region because of easier commuting and communication with WCARO.

40. The changes in the post reclassifications shown in table 5 are responding to changes in responsibilities and complexities using the International Civil Service Commission (ICSC) standards for classification of posts and in accordance with Executive Board-approved criteria. The following offices have changes: Afghanistan; Botswana; El Salvador; Fiji; Kenya; Mongolia; and Oman.

41. Savings are achieved in the country offices through reviewing operational costs such as those related to occupancy, travel and communications. In some regions, there are also exchange rate gains due to the strong dollar.

42. Another area for savings in the field is the participation of UNICEF in common premises and services. In the past two years, eight UNICEF offices have relocated from rental premises to government-provided, rent-free premises. Establishment of common premises and services in the field offers long-term

opportunities for cost savings and improved coordination (DP/1999/CRP.5). The United Nations Development Group (UNDG), Sub-group on common premises and services (UNICEF, the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA) and the World Food Programme) has established a plan of work for the next biennium that could result in the establishment of 15 or more new common premises by the year 2004. The estimated UNICEF share of the costs in this budget for the evaluation of potential projects, planning, management and oversight of the programme is $514,000 for the biennium.

43. Costs related to the implementation of projects, such as the services of architects, space planning, construction and relocation, would be paid by each participating organization depending on the amount of space it occupies and actual costs for one-time items. It is proposed for UNICEF to fund this category of costs from the existing reserve fund for field office accommodation that was established in 1990 (E/ICEF/1990/13, decision 1990/26).

Table 6 Use of resources: estimated regional distribution of programmes and programme support

(In thousands of United States dollars)

	1998-1999						2000-2001					
	Regular resources amount	%	Other resources amount	%	Total resources amount	%	Regular resources amount	%	Other resources amount	%	Total resources amount	%
WEST AND CENTRAL AFRICA REGION												
A. Programmes	102,674.2		90,077.1		192,751.3		165,626.3		105,253.7		270,880.0	
B. Programme support												
Country offices	42,257.1		2,691.7		44,948.8		45,085.4		2,967.8		48,053.2	
Regional office	9,778.2		0.0		9,778.2		9,842.8		0.0		9,842.8	
Subtotal, Programme support	52,035.3		2,691.7		54,727.0		54,928.2		2,967.8		57,896.0	
Total, West and Central Africa region	154,709.5	13.8	92,768.8	11.3	247,478.3	12.7	220,554.5	17.5	108,221.5	11.1	328,776.0	14.7
EASTERN AND SOUTHERN AFRICA REGION												
A. Programmes	117,195.9		224,822.1		342,018.0		149,515.7		237,068.8		386,584.5	
B. Programme support												
Country offices	34,915.3		6,891.7		41,807.0		38,295.3		6,684.5		44,979.8	
Regional office	9,594.5		0.0		9,594.5		9,675.7		0.0		9,675.7	
Subtotal, Programme support	44,509.8		6,891.7		51,401.5		47,971.0		6,684.5		54,655.5	
Total, Eastern and Southern Africa region	161,705.7	14.4	231,713.8	28.2	393,419.5	20.2	197,486.7	15.6	243,753.3	24.9	441,240.0	19.7
THE AMERICAS AND THE CARIBBEAN REGION												
A. Programmes	50,849.4		120,637.1		171,486.5		49,410.8		121,982.0		171,392.8	
B. Programme support												
Country offices	31,199.6		3,768.1		34,967.7		32,203.3		3,439.5		35,642.8	
Regional office	7,970.9		0.0		7,970.9		7,790.3		0.0		7,790.3	
Subtotal, Programme support	39,170.5		3,768.1		42,938.6		39,993.6		3,439.5		43,433.1	
Total, The Americas and the Caribbean region	90,019.9	8.0	124,405.2	15.2	214,425.1	11.0	89,404.4	7.1	125,421.5	12.8	214,825.9	9.8
EAST ASIA AND THE PACIFIC REGION												
A. Programmes	96,272.5		79,649.2		175,921.7		89,479.2		93,465.5		182,944.7	
B. Programme support												
Country offices	23,067.8		2,441.4		25,509.2		21,366.6		2,635.4		24,002.0	
Regional office	7,960.1		0.0		7,960.1		7,945.1		0.0		7,945.1	
Subtotal, Programme support	31,027.9		2,441.4		33,469.3		29,311.7		2,635.4		31,947.1	
Total, East Asia and the Pacific region	127,300.4	11.3	82,090.6	10.0	209,391.0	10.8	118,790.9	9.4	96,100.9	9.8	214,891.8	9.6
SOUTH ASIA REGION												
A. Programmes	145,261.2		105,696.2		250,957.4		157,122.8		151,045.0		308,167.8	
B. Programme support												
Country offices	23,137.2		3,239.2		26,376.4		19,729.6		4,258.9		23,988.5	
Regional office	5,059.6		0.0		5,059.6		5,261.6		0.0		5,261.6	
Subtotal, Programme support	28,196.8		3,239.2		31,436.0		24,991.2		4,258.9		29,250.1	
Total, South Asia region	173,458.0	15.5	108,935.4	13.3	282,393.4	14.5	182,114.0	14.4	155,303.9	15.9	337,417.9	15.1

Table 6. Use of resources, estimated regional distribution of programmes and programme support (continued)

(In thousands of United States dollars)

	1998-1999						2000-2001					
	Regular resources amount	%	Other resources amount	%	Total resources amount	%	Regular resources amount	%	Other resources amount	%	Total resources amount	%
MIDDLE EAST AND NORTH AFRICA REGION												
A. Programmes	45,518.5		96,008.1		141,526.6		51,070.4		135,688.7		186,759.1	
B. Programme support												
Country offices	20,714.5		2,942.0		23,656.5		20,184.1		3,825.9		24,010.0	
Regional office	6,931.4		0.0		6,931.4		7,103.4		0.0		7,103.4	
Subtotal, Programme support	27,645.9		2,942.0		30,587.9		27,287.5		3,825.9		31,113.4	
Total, Middle East and North Africa region	73,164.4	6.5	98,950.1	12.1	172,114.5	8.9	78,357.9	6.2	139,514.6	14.3	217,872.5	9.7
CEE, CIS and the BALTIC STATES REGION												
A. Programmes	31,849.7		63,517.7		95,367.4		32,180.6		77,600.2		109,780.8	
B. Programme support												
Country offices	12,528.6		1,946.5		14,475.1		13,140.9		2,188.1		15,329.0	
Regional office	6,236.2		0.0		6,236.2		6,931.5		0.0		6,931.5	
Subtotal, Programme support	18,764.8		1,946.5		20,711.3		20,072.4		2,188.1		22,260.5	
Total, CEE, CIS and the Baltic States region	50,614.5	4.5	65,464.2	8.0	116,078.7	6.0	52,253.0	4.1	79,788.3	8.2	132,041.3	5.9
INTERCOUNTRY												
A. Programmes	18,588.0	1.7	16,192.4	2.0	34,780.4	1.8	25,228.0	2.0	15,935.7	1.6	41,163.7	1.8
UNALLOCATED PROGRAMMES	20,790.5	1.9	0.0	0.0	20,790.5	1.1	50,376.0	4.0	0.0	0.0	50,376.0	2.2
CENTRAL PROGRAMME SUPPORT												
Country and regional offices	4,576.9	0.4	479.4	0.1	5,056.3	0.3	6,561.2	0.5	0.0	0.0	6,561.2	0.3
Headquarters	74,459.3	6.6	0.0	0.0	74,459.3	3.8	63,428.4	5.0	7,200.0	0.7	70,628.4	3.2
TOTAL UNICEF												
A. Programmes	628,999.9		796,599.9		1,425,599.8		770,009.8		938,039.6		1,708,049.4	
B. Programme support												
Country and regional offices	245,927.9		24,400.0		270,327.9		251,116.8		26,000.0		277,116.9	
Headquarters	74,459.3		0.0		74,459.3		63,428.4		7,200.0		70,628.4	
Subtotal, Programme support	320,387.2		24,400.0		344,787.2		314,545.2		33,200.0		347,745.3	
Total, Programmes and programme support	949,387.1	84.6	820,999.9	100.0	1,770,387.0	91.1	1,084,555.0	85.8	971,239.6	99.3	2,055,794.7	91.7
C. Management and administration of org.	173,222.2	15.4	0.0	0.0	173,222.2	8.9	178,968.5	14.2	6,800.0	0.7	185,768.5	8.3
TOTAL - UNICEF	1,122,609.3	100.0	820,999.9	100.0	1,943,609.2	100.0	1,263,523.5	100.0	978,039.6	100.0	2,241,563.2	100.0

2. Headquarters

44. In the last two years, through MEP, functions such as the review and clearance of country programmes have been decentralized to the regions, and regional management teams have been organized to provide support and oversight of country offices. Headquarters will continue to provide strong leadership in fund-raising, human resources career management and planning, and global advocacy and policy development. The support budget for headquarters has been reduced over the three bienniums from $270 million in 1994-1995 to $257.1 million in 1998-1999. Now it is proposed to be $265 million for 2000-2001.

Headquarters programme support

45. The divisions in programme support at headquarters are Programme Division, EMOPS, the International Child Development Centre (ICDC), Supply Division and the PROMS programme. The accountabilities are described in the organization of the United Nations Children's Fund (E/ICEF/Organization/Rev.3).

Programme Division

46. During the previous two bienniums, 1996-1999, Programme Division undertook a significant restructuring and reorientation of its methods and focus of work. Posts were decreased from 122 in 1996-1997 to 102 in 1998-1999. The new organization and work methods adopted by the division have now proved their viability. Broadly inclusive and interactive work methods have resulted in a higher quality product with widely-perceived ownership and of lasting value.

47. The accountabilities of Programme Division call for it to provide strategic leadership in programming policies and processes, and to lead the process of systematic learning from the enormous programme experience of UNICEF and disseminate these lessons and good practices widely. This, inter alia, includes developing policies, strategies and definitions of core programming competencies to enhance the organization's capacity to operate in diverse and rapidly changing environments.

48. The MTP and accountabilities of Programme Division call for a quality assurance system to enhance the capacities of the organization to programme more effectively. Equally, the organization is committed to identifying best practices and disseminating these across field offices, including regional set-ups.

49. The 2000-2001 budget proposal is zero growth at $26.6 million and 105 posts. The proposed net increase of three posts is a result of (a) deployment of one post from DOC to Programme Division, (b) establishment of one P-3 post in Programme Division Director's Office; and (c) abolishment of one P-4 and one P-5 post and creating three new entry-level P-2 posts in the Programme Division Geographical Section. The new posts will increase the capacity in analysis, the preparation of information briefs and the dissemination of programming knowledge.

50. Programme Division's OMP goals for 2000-2001 will ensure technical leadership in all MTP programme priority areas. Two OMP goals that will have a profound impact on supporting country office management and operations are: to ensure a less process intensive and more well-adapted and effective country programming process; and to apply systematic programme quality assessments to ensure the efficiency of programme management. Programme Division's key strategy for pursuing all the goals will be the intensification of interactions and networking with other headquarters divisions, and regional and country offices. The cross-divisional headquarters programme teams have defined accountabilities, annual targets and planned annual/biannual outputs.

Office of Emergency Programmes

51. With a rapid increase in the number of countries facing various degrees of instability or outright crises, the programmatic as well as the human and financial resources needs of the organization have changed. Current trends and events do not indicate that emergencies and the conditions that create them are in decline. On the contrary, both political and natural disasters and conflicts continue to affect communities, put children at risk and endanger their lives. There is a constant need to help offices prepare, protect and respond to emergencies. Currently, EMOPS has 20 posts in New York and 5 posts in Geneva.

52. In the 2000-2001 biennium, EMOPS plans to strengthen capacity for emergency preparedness and response to improve UNICEF competence and predictability as an emergency actor. The strategy is to place an emphasis on improving support to the field in terms of speed, quality and dependability, and to mainstream emergency concerns and humanitarian issues within UNICEF country programmes.

53. This budget proposes to increase the resources of EMOPS in critical areas to improve the ability of UNICEF to perform well in crisis and complex emergency situations. At the beginning of every crisis, and even over time, EMOPS is highly dependent on functional collaboration with key internal partners such as Supply Division, the Information Technology Division (ITD), the Division of Human Resources (DHR), PFO and DFAM to proactively solve priority issues. These collaborations will be streamlined and improved by interdivisional "stand-by agreements".

54. Since its inception in 1995, the required capacity of the Operations Center (OPSCEN) to respond to field offices has changed. At that time, one international Professional and one General Service staff provided support to approximately 10 complex emergency countries. Currently, OPSCEN is supporting approximately 55 emergency countries. A net increase of two posts is proposed to strengthen OPSCEN and proactively affirm readiness for crises worldwide and to assure that expertise is available at any time, 24 hours a day.

55. One post is proposed in Geneva to be responsible for developing UNICEF operating and fund-raising interface with the Office for the Coordinator of Humanitarian Affairs and the Office of the United Nations High Commissioner for Refugees in Geneva, the donor community in Europe and the emergency country programmes. The post will also play a leading role in UNICEF participation in the United Nations Consolidated Appeal Process, and in developing and guiding the placement of emergency funding proposals.

56. The proposed budget increase is $0.4 million in New York and $0.6 million in Geneva. This brings the consolidated budget for emergency programmes to $7.6 million.

International Child Development Centre

57. To confirm the UNICEF commitment to strengthen and continue research at the "frontiers" of UNICEF activities at ICDC in Florence, the Executive Director will propose the D-2 post of the Director of ICDC to be funded in the future from the support budget. The proposal is included in the Executive Board document "International Child Development Centre: progress report and proposed activities for 2000-2002" (E/ICEF/1999/16), which will be presented to the Board at the present session. In this support budget proposal, the salary and other staff costs for one D-2 post are included at $0.3 million for the 2000-2001 biennium.

Supply Division

58. Supply Division is responsible for an annual throughput of more than $300 million in worldwide supplies. This is expected to remain constant throughout the 2000-2001 biennium. Supply Division's OMP focuses on improving quality and reducing the cost of essential standard supplies for programmes. Process changes are proposed and indicators have been developed to track progress towards these priorities and objectives.

59. Historically, the division has been funded from both the support budget and the procurement services budget at the ratio of 80:20. Over the next biennium, based on projects in the pipeline, it is anticipated that the funding ratio will shift to 70 per cent from the support budget and 30 per cent from procurement services.

60. The new FLS system will enable Supply Division to shift its focus from internal processes to strengthening field operations. Where functions are no longer necessary, jobs have been either abolished or combined with other posts. A new structure is proposed which will enhance service to the field. The emphasis of the OMP is on improving planning with the field. This is expected to result in shorter process times and immediate access to the status of inventories, purchase orders and deliveries. The net result is a proposed decrease from the existing 167 posts to 162. In the support budget, the decrease is from 127 to 106 posts and, in the procurement services budget, there is a proposed increase from 40 to 56 posts.

61. A strengthening of the New York office of Supply Division is planned to enhance the integration of supply concepts into programmes. There will be joint work planning with other headquarters divisions in areas of global programme/procurement initiatives and contract reviews, and to manage customer services in the Americas and the Caribbean region and at headquarters. The experience of establishing a regional sourcing centre in the South Africa country office is beginning to produce specific results.

62. The main changes in Supply Division, Copenhagen, are to move the daily operations that now reside in contracting, shipping, information and management into customer service, and to split customer service into four regions: Africa; Asia; MENA and Central and Eastern Europe, CIS and the Baltic States; and the Americas and the Caribbean region and headquarters. In Copenhagen, three customer services centres will be responsible for supporting the field and ensuring execution of daily average orders of over $1.4 million ($460,000 for Africa, $510,000 for Asia and $340,000 for MENA and Central and Eastern Europe, CIS and the Baltic States). The customer service centres will be responsible for the analysis of field supply data from information management and become responsible for planning with field offices their supply inputs over a 12- to 24-month horizon, therefore, effectively becoming the one-stop shop for each region regarding supplies.

C. Management and administration of the organization

Office of the Executive Director

63. For OED, in consultation and with the support of the Secretary-General, it is proposed to reinstate the third post of Deputy Executive Director at the Assistant Secretary-General (ASG) level. This post was downgraded to the D-2 level in 1993 and has been used for the post of Director, Change Management, which will now be abolished. The scope and responsibilities of UNICEF require the Executive Director to be assisted in managing the organization by three deputies at the rank of ASG to ensure that the organization is structured, directed and managed to fulfil its mission; to provide leadership in the planning, coordination and direction of UNICEF activities; and to lead

organizational strategic planning and priority-setting. The Deputy Executive Director post will be assisted by a professional post.

Evaluation, Policy and Planning Division

64. In 1996, three offices (Evaluation, Policy Analysis and Planning) were consolidated into the current EPP Division. Today the division is much more than the sum of its parts; it is more integrated and makes better use of available skills. Increasing recognition of the value of the contribution of EPP has led to a corresponding increase in demand for collaboration with other divisions and offices.

65. In 2000-2001, EPP will give priority attention to monitoring the progress of the World Summit for Children goals, enhancing the focus on advocacy for children's rights, leading the process of developing an agency-wide information base, completing the work on performance management and coordinating the strategic planning process to prepare for the next MTP. EPP will coordinate and contribute to the process leading to the end-decade review, the General Assembly special session and related events in 2001.

66. EPP needs to be well equipped to lead, coordinate and provide technical leadership for the global review of the World Summit goals. To enhance capacity for better reporting and evaluation, there is a strong demand for technical expertise in statistics and monitoring, policy analysis and evaluation. There are no net changes proposed in the number of posts. It is proposed instead to upgrade posts in the division owing to increased responsibilities. The Chief, Evaluation Section, is proposed to be upgraded to the D-1 level.

Programme Funding Office

67. PFO coordinates the initiatives and activities that raise two thirds of UNICEF resources from governmental and intergovernmental sources. The office has become central to the achievement of the resource mobilization strategy (E/ICEF/1999/5) as noted by the Executive Board in its decision 1999/8 (E/ICEF/1999/7 (Part I)), which aims to increase contributions to core resources. The target for UNICEF is to achieve a 7 per cent annual growth in income, or up to $50 million additional per year, as estimated in the MTP for the period 1998-2001 (E/ICEF/1998/13 and Corr.1).

68. The ability to increase and find new sources of funds will depend on creating conditions for effective fund-raising. In the case of PFO, this means adequate capacity of posts dedicated to targeted fund-raising. Due to budgetary constraints in the last two bienniums, and in line with the general trend of downsizing at headquarters, the number of posts in PFO decreased from 30 in 1994 to 26 in 1999. It is proposed to restore the total number of posts in PFO to 31.

69. With the adoption of a resource mobilization strategy by the Executive Board, and the requirements for annual analytical reports on progress in the implementation of that strategy, PFO will be required to ensure contact with all potential donors to organize and document follow-up, analysis and reporting on efforts outlined in the resource mobilization strategy. Some of these efforts will require substantial interdivisional work and substantial contact with field offices, over and beyond what will be possible to provide by the funding clusters.

70. PFO will assist country and regional offices in developing local fund-raising strategies and identifying and sharing best practices in fund-raising by field offices. PFO has set clear objectives in its OMP to initiate specific activities, which will increase overall performance and efficiency in contribution management, and quality and timeliness of donor reporting.

71. The proposed strengthening corresponds to an increase of 5 posts and $2.0 million in the support budget.

Regional Office for Europe: Geneva

72. The regional Office for Europe in Geneva is the focal point for the 37 National Committees for UNICEF, which contribute one third of the organization's income. In collaboration with PSD, the office has transformed work processes and developed the "one-window" concept for managing relations with the National Committees.

73. Major progress has been achieved in management reviews of National Committees, together with PSD and DFAM, and in identifying key performance indicators for the Committees. The OMP for 2000-2001 intends to build on these experiences to make the joint planning process of UNICEF and the National Committees a reality, with the goal of increasing the income of the Committees to help meet the UNICEF annual growth target of 7 per cent.

74. To achieve the OMP goals within a no-growth budget scenario, the office structure was reviewed. As a result of the review, it is proposed to merge the Planning and Programme Sections and make other structural adjustments, resulting in the abolishment of two Professional and one General Service post.

Division of Communication

75. As a result of a careful and systematic review of all DOC activities with a view to focusing on those with the greatest possibility to leverage available resources, the division was reduced in 1998-1999 by 20 per cent in resources and 14 posts. During the current biennium, DOC has continued to assess options and, in close consultation and collaboration with other divisions, has developed an OMP that will continue to exploit and leverage opportunities that contribute to UNICEF programme priorities.

76. The constant and rapidly changing global media environment within which DOC works is forecast to continue. Developments in communication technology, in particular the convergence of electronic media and the growth of the internet, present UNICEF with unprecedented opportunities to increase outreach. Working with ITD and other divisions, strategic choices have been made that will allow DOC to meet the challenges and opportunities of the web while at the same time making effective use of conventional channels. The success of these strategies depends on the organization having a robust global infrastructure of IT hardware and software.

77. The objectives and progress indicators of DOC in the 2000-2001 OMP are clearly focused to support the MTP priorities of enhancing partnerships and promoting children's rights, working within the framework of the UNICEF communication policy (E/ICEF/1998/10). Aside from the deployment of one post to Programme Division, the budget proposal is zero growth, with a net increase of three posts, which includes the increase of four posts proposed at the junior level.

Division of Human Resources

78. DHR has reorganized to provide a higher level of service to the country offices and headquarters divisions. A new structure of geographical clusters has been created to support "one-stop shopping" for field offices. All service-related functions such as recruitment, entitlements and administration are transferred to these clusters as a means to reduce the number of contacts any field office has to make with DHR. Other areas of strengthening include human resources planning, staff relations and the management of the Integrated Management Information System - human resources module (IMIS-HR). These changes

will make a significant difference in the division's ability to service staff needs and plan for changes in staffing requirements emerging from programme priorities. Training will continue to be an integral part of DHR activities, demanding close collaboration with all field and headquarters locations to ensure that training is meeting the needs of both the organization and staff members.

79. The result of the restructuring in DHR is an additional $2.2 million in resources and three additional posts.

Division of Financial and Administrative Management

81. DFAM has prepared for a major transition to a new organizational structure, resulting in 13 fewer posts. The FLS and PROMS systems have provided the basis for DFAM to adopt new methods of working and interacting, internally as well as with country and regional offices. FLS required substantial DFAM staff involvement at every stage of system configuration, implementation and training. This strong functional involvement ensured that the system would meet the organization's business process requirements.

82. In the next biennium, DFAM will continue to contribute to the strengthening of field offices in the areas of financial and administrative management, and improve UNICEF financial planning and the budget process to maximize resources, increase transparency, and establish a closer link between resources and organizational priorities. A fully decentralized financial management system will require more investment in capacity for oversight and quality assurance functions within the division, but with the new systems, this oversight can adopt a more proactive stance. DFAM will continue to be the focal point for UNDG common premises and services projects, assisting country offices to access cost savings and other efficiencies.

Information Technology Division

83. Due to a consistent long-term investment strategy, as detailed in the progress report on the UNICEF strategy and investments in information technology (E/ICEF/1999/AB/L.6), UNICEF has taken a big leap towards the twenty-first century in leveraging its technology resources to innovate fundamental operations. UNICEF is among the first United Nations agency in developing and applying globally integrated IT applications. IT is providing the tools by which UNICEF is carrying out its work at all locations in a more efficient and effective manner. The complexity of these efforts cannot be underestimated nor under-resourced. The following illustrates this point.

Transactional investments

84. A multitude of legacy systems has been replaced by three new integrated systems for global resources management. The core functionality of the three corporate systems - PROMS, FLS and IMIS-HR - has been completed. New systems development, which was budgeted at $13.9 million in the 1998-1999 biennium, will cease in 2000-2001. In the next biennium, the costs of running these systems in production is estimated at $9.1 million (see table 7).

85. PROMS. This is the new UNICEF field-based system for programme planning, budgeting, requisitioning, accounting and monitoring against objectives. During the implementation phase, standard work processes in all offices were streamlined to become "PROMS compliant" and, where programme and operations share workflow steps, PROMS is the tool which effectively links work plans with budgets.

86. As the system is being implemented, users are giving important and valuable feedback about the upside and downside of the required procedures and

how these influence daily operations. Planned contractual services for the new systems are for the programming of high priority enhancements such as improving functionality to users for saving time, simplifying procedures or, as business processes or financial rules evolve, modifying the systems and interfaces as required.

Table 7. Estimated distribution of information technology requirements, 2000-2001

(In thousands of United States dollars)

Purpose	Staff costs	Contractual service: Systems devel.	Contractual service: Maint. services	Acquis. hard., soft., supplies	Other	Total
I. PRODUCTION AND RECURRENT MAINTENANCE						
Infrastructure and operations						
1998-1999	10,629.9	0.0	7,148.1	10,152.5	816.3	28,746.8
2000-2001	18,898.5	0.0	8,226.8	10,556.8	513.0	38,195.1
IMIS						
2000-2001	1,382.9	0.0	0.0	0.0	10.0	1,392.9
PROMS						
2000-2001	2,243.0	0.0	2,545.0	240.0	68.0	5,096.0
FLS (net of PSD)						
2000-2001	2,303.0	0.0	0.0	209.0	134.0	2,646.0
Subtotal: I. Production and recurrent maintenance						
1998-1999	10,629.9	0.0	7,148.1	10,152.5	816.3	28,746.8
2000-2001	24,827.4	0.0	10,771.8	11,005.8	725.0	47,330.0
II. DEVELOPMENT OF MAJOR SYSTEMS						
IMIS						
1998-1999	1,020.2	645.0	66.0	546.4	5.0	2,282.6
2000-2001	0.0	0.0	0.0	0.0	0.0	0.0
PROMS						
1998-1999	2,231.1	1,330.0	0.0	539.0	1,135.5	5,235.6
2000-2001	0.0	0.0	0.0	0.0	0.0	0.0
FLS (net of PSD)						
1998-1999	617.1	2,778.9	834.5	1,231.6	924.6	6,386.7
2000-2001	0.0	0.0	0.0	0.0	0.0	0.0
Subtotal: II. Development of major systems						
1998-1999	3,868.4	4,753.9	900.5	2,317.0	2,065.1	13,904.9
2000-2001	0.0	0.0	0.0	0.0	0.0	0.0
III GRAND TOTAL (net of PSD)						
1998-1999	14,498.3	4,753.9	8,048.6	12,469.5	2,881.4	42,651.7
2000-2001	24,827.4	0.0	10,771.8	11,005.8	725.0	47,330.0

87. FLS. The FLS system is an off-the-shelf software that has been configured to meet UNICEF business processes by a team of UNICEF staff aided by consultants. Now that standard financial data need only to be entered once, DFAM and Supply Division have initiated extensive reorganizations to take advantage of the new abilities to focus on services to field offices instead of re-entering and reconciling data entered among several systems. It is proposed to create a dedicated unit that will implement system upgrades, respond to business process changes and support users as an ongoing part of managing the production and maintenance of the FLS.

88. IMIS. The development phase of IMIS-HR is complete and UNICEF has migrated its management and administration of posts and personnel. The budget for 2000-2001 reflects only the need for basic maintenance. All bug fixes and maintenance is in the hands of the United Nations, not UNICEF; however, there has been an impact on those offices in UNICEF which are users of IMIS, resulting in additional posts or redeployment of current staff.

89. User service. The primary goal for UNICEF IT management is to improve customer focus and deliver quality service to country and headquarters offices. The success of the new transactional systems depends on efficient and convenient user support. The Global Field Support Desk will receive adequate resources to provide support to field staff 18 hours a day 7 days a week, and the New York Help Desk 5 days a week. The Help Desk function will be enhanced by an enterprise management network system. The two units will cost $4.6 million.

Infrastructure investments

90. System changes of the magnitude and scope which UNICEF has completed require adequate capacity to enhance and maintain the software, and run the sophisticated operational support needed to manage a multi-location system and communications network 24 hours a day 7 days a week. The infrastructure, which is the base of the IT pyramid, consists of the operations centre, the telecommunications centre and the systems integration centre.

91. The integrated systems are constantly forwarding and receiving data between them, and ITD is responsible for running the interfaces and ensuring the correct and timely exchange of data. These units support the compatibility of IMIS, FLS and PROMS data and ensure that each value is consistent and constant across systems and technological platforms. They must also research, implement and document techniques to store UNICEF data in the Data Warehouse. Telecommunications has grown into a highly complex environment, and upgrades and conversions are foreseen for the next biennium for sustaining increased usage in vital areas of telecommunications, data communications, messaging and network operations. The largest increase in this budget proposal is for the global telecommunications section, which has been understaffed, to adequately fulfil its scope.

92. These three units combined are proposed to be $15.8 million from 2000-2001.

Informational investments

93. In the next biennium, UNICEF will use IT to move from efficiency concerns of basic transactions to create comparative advantage in development knowledge about children and global communications, as called for by the Secretary-General. IT, which is now in place, provides the foundation to achieve and reach those MTP priorities that require "availability and use of data in critical areas". ITD has developed an intranet, and in partnership with EPP, Programme Division, DOC and other divisions, continuous improvements are planned for this essential global knowledge sharing tool. A web-enabled "knowledge management

system" for storing and sharing UNICEF intellectual assets is planned for development. The budget for the Director's Office and the Information Management Unit, which includes license fees for standard office software, is proposed to be $7.9 million for 2000-2001.

Overview

94. ITD at New York headquarters had 49 posts and 113 full-time consultants during the 1998-1999 biennium - in total, 162 full-time persons. For the next biennium, it is proposed to convert 25 consultants into regular resources posts to secure expert knowledge and continuity. The consolidated IT budget for 2000-2001 is based on 74 posts and 74.5 full-time temporary staff - in total, 148.5 full-time persons. In total, the ITD budget is proposed to be $37.4 million for 2000-2001.

95. In the biennium 1998-1999, the total cost of IT for UNICEF, including regional and country office investments in hardware, was $42.7 million. Due to the above described IT strategy, the budget for 2000-2001 is proposed at $47.3 million, an increase of $4.6 million or 10.8 per cent.

III. RECOVERY

96. The Executive Board reviewed "The UNICEF recovery policy" (E/ICEF/1998/AB/L.6) at its second regular session in 1998. Recovery charges are to cover the costs for programme support, and management and administration, which the organization must bear to implement other resources programmes. The methodology upon which the recovery charge is currently based takes into account that portion of the support budget which is influenced by the level of other resources-funded programmes. These are denoted as the variable costs versus the fixed costs, which are not included in the recovery cost calculation. For example, all heads of offices are considered as a fixed cost since there is only one head of office regardless of the level of other resources-funded programmes. For the variable costs, certain cost drivers are defined for different organizational units. For example, the value of purchase orders processed by Supply Division is used as a cost driver for calculating the portion of the variable costs of the division. The total is the sum of all the variable costs allocated for other resources programmes (see table 8 and annex V (a) and (b)).

97. The methodology uses the imputed interest earned on other resources cash balances as an offset to total variable costs. As table 8 shows, this reduces costs from $85 million (line 1) to $49 million (line 5) and the recovery rate from 9 per cent (line 3) to 5 per cent (line 6). The UNICEF Financial Regulations and Rules govern the treatment of interest which is booked to regular resources income which finances the support budget. No change is proposed in the treatment of interest.

98. The methodology used is transparent, simple and easy to replicate - principles advocated by the Executive Board in previous discussions on recovery. UNICEF believes that the methodology remains sound, but in accordance with Executive Board and ACABQ requests, has provided in annex V (c) an example of how changes in the methodology would affect the recovery rate.

Table 8. Indirect support costs for other resources programmes

(In millions of United States dollars)

		1998-1999 a/	2000-2001
	Indirect support costs for other resources programmes		
	Programme support		
	Country and regional offices b/	47	52
	Headquarters c/	13	18
	Subtotal	60	70
	Management and administration of organization c/	12	15
1	Total	72	85
2	Total other resources programme expenditure	797	938
3	Percentage of indirect support to total other resources programmes (3 = line 1 divided by line 2)	9%	9%
4	Interest income earned on other resources - cash	32	36
5	Amount after offset of interest income (5 = line1 minus line 4)	40	49
6	Recovery rate (6 = line 5 divided by line 2)	5%	5%

a/ Figures extracted from table 5 of E/ICEF/1998/AB/L.6.

b/ For calculation for 2000-2001, see annex V (b).

c/ For calculation for 2000-2001, see annex V (a).

99. It is proposed that since the current recovery policy has only been in effect since September 1998, Executive Board decision 1998/21 (E/ICEF/1998/6/Rev.1) on the review of the recovery policy continues to be applied as an interim measure during the 2000-2001 budget period.

IV. DRAFT APPROPRIATIONS DECISION

100. In light of the above, the Executive Director recommends that the Executive Board adopt the following draft decision:

The Executive Board,

Having considered the biennial support budget for 2000-2001, as contained in document E/ICEF/1999/AB/L.7,

1. Approves gross appropriations in the amount of $545,513,700 for purposes indicated below and resolves that the income estimates of $52,000,000 shall be used to offset the gross appropriations, resulting in estimated net appropriations of $493,513,700:

Biennial support budget for 2000-2001
(In thousands of United States dollars)

Programme support:	
Country and regional offices	279 116.8
Headquarters	79 628.4
Subtotal	358 745.2
Management and administration of the organization	186 768.5
Total gross appropriations	545 513.7
Less: Estimated income to the budget	52 000.0
Estimated net appropriations	493 513.7

2. Authorizes the Executive Director to redeploy resources between appropriation lines up to a maximum of 5 per cent of the appropriation to which the resources are redeployed.

Summary table I. Budget estimates by organizational unit within appropriation line, 2000-2001

(In thousands of United States dollars)

Appropriation line/ organizational unit	1998-1999 approved appropriations	Volume		Cost	2000-2001 estimates
		Amount	%		
A. Programme support					
1. Country and regional offices					
West and Central Africa region	54,727.0	407.6	0.7	2,761.4	57,896.0
Eastern and Southern Africa region	51,401.5	2,584.6	5.0	669.4	54,655.5
The Americas and the Caribbean region	42,938.6	(265.7)	(0.6)	760.2	43,433.1
East Asia and the Pacific region	33,469.3	264.5	0.8	(1,786.7)	31,947.1
South Asia region	31,436.0	(2,104.8)	(6.7)	(81.1)	29,250.1
Middle East and North Africa region	30,587.9	(124.9)	(0.4)	650.4	31,113.4
CEE, CIS and the Baltic States region	20,711.3	(33.3)	(0.2)	1,582.5	22,260.5
Country and regional offices: Central	5,073.6	9.1	0.2	3,478.4	8,561.1
Subtotal	270,345.2	737.1	0.3	8,034.5	279,116.8
2. Headquarters					
Programme Division	26,341.5	(1,362.9)	(5.2)	1,597.9	26,576.5
Office of Emergency Programmes	5,210.8	138.7	2.7	329.6	5,679.1
International Child Development Centre (Florence)	0.0	291.5	100.0	0.0	291.5
RO for Europe (Geneva) - Emergency Section	1,283.9	490.3	38.2	120.8	1,895.0
IT: PROMS and field support	3,691.5	487.1	13.2	731.2	4,909.8
Supply Division	32,059.2	(4,237.4)	(13.2)	927.2	28,749.0
Headquarters: Programme support: Central	13,858.2	(173.6)	(1.3)	(2,157.1)	11,527.5
Subtotal	82,445.1	(4,366.3)	(5.3)	1,549.6	79,628.4
Subtotal: Programme support	352,790.3	(3,629.2)	(1.0)	9,584.1	358,745.2
B. Management and administration of organization					
Office of the Executive Director	5,208.7	275.6	5.3	323.9	5,808.2
Evaluation, Policy and Planning Division	9,168.3	178.9	2.0	612.8	9,960.0
Office of Internal Audit	6,810.0	(561.1)	(8.2)	368.8	6,617.7
Office of the Secretary of the Executive Board	2,416.6	(122.9)	(5.1)	135.3	2,429.0
Programme Funding Office	5,681.4	1,431.3	25.2	555.5	7,668.2
Office of UN Affairs and External Relations	2,066.7	(39.3)	(1.9)	122.3	2,149.7
Division of Communication	19,406.6	(1,612.8)	(8.3)	1,117.6	18,911.4
Division of Human Resources	15,123.0	1,140.5	7.5	1,062.9	17,326.4
Division of Financial and Admin. Management	23,666.9	(1,647.9)	(7.0)	1,397.5	23,416.5
Information Technology Division	21,459.3	9,655.7	45.0	1,360.1	32,475.1
Financial and Logistics System	5,769.6	(5,769.6)	(100.0)	0.0	0.0
Office for Japan	3,366.8	(21.1)	(0.6)	33.1	3,378.8
Regional Office for Europe (Geneva)	14,003.7	(835.4)	(6.0)	466.5	13,634.8
Headquarters: Management and admin.: Central	40,558.0	(219.7)	(0.5)	2,654.4	42,992.7
Subtotal: Management and admin. of org.	174,705.6	1,852.2	1.1	10,210.7	186,768.5
TOTAL GROSS BUDGET ESTIMATES	527,495.9	(1,777.0)	(0.3)	19,794.8	545,513.7
Estimated income	(33,900.0)	(18,100.0)	53.4	0.0	(52,000.0)
TOTAL NET BUDGET ESTIMATES	493,595.9	(19,877.0)	(4.0)	19,794.8	493,513.7

Summary table II. Budget estimates by expenditure category within appropriation line, 2000-2001

(In thousands of United States dollars)

Appropriation line/ expenditure category	1998-1999 approved appropriations	Volume Amount	Volume %	Cost	2000-2001 estimates
A. Programme support					
1. Country and regional offices					
Posts	184,226.0	3,615.1	2.0	5,259.3	193,100.4
Other staff costs	7,918.3	409.6	5.2	55.6	8,383.5
Consultants	1,657.8	(172.4)	(10.4)	167.5	1,652.9
Travel	12,158.4	(953.8)	(7.8)	962.2	12,166.8
Operating expenses	53,792.4	(1,342.3)	(2.5)	1,095.4	53,545.5
Furniture and equipment	7,650.0	(1,621.7)	(21.2)	363.4	6,391.7
Reimbursements	2,942.3	802.6	27.3	131.1	3,876.0
Subtotal	270,345.2	737.1	0.3	8,034.5	279,116.8
2. Headquarters					
Posts	52,792.1	170.4	0.3	305.8	53,268.3
Other staff costs	2,919.2	2,376.5	81.4	373.1	5,668.8
Consultants	724.4	(328.8)	(45.4)	24.0	419.6
Travel	4,593.5	(1,733.7)	(37.7)	112.6	2,972.4
Operating expenses	17,568.4	(4,282.3)	(24.4)	557.1	13,843.2
Furniture and equipment	2,090.7	(603.7)	(28.9)	67.8	1,554.8
Reimbursements	1,756.8	35.3	2.0	109.2	1,901.3
Subtotal	82,445.1	(4,366.3)	(5.3)	1,549.6	79,628.4
Subtotal : Programme support	352,790.3	(3,629.2)	(5.0)	9,584.1	358,745.2
B. Management and administration of organization					
Posts	104,347.1	5,951.4	5.7	7,694.0	117,992.5
Other staff costs	7,813.1	2,363.9	30.3	382.6	10,559.6
Consultants	3,218.7	(1,121.3)	(34.8)	104.3	2,201.7
Travel	5,639.0	(31.7)	(0.6)	226.6	5,833.9
Operating expenses	40,234.6	(5,997.1)	(14.9)	963.8	35,201.3
Furniture and equipment	5,460.1	(38.9)	(0.7)	323.7	5,744.9
Reimbursements	7,993.0	725.9	9.1	515.7	9,234.6
Subtotal: Management and admin. of org.	174,705.6	1,852.2	1.1	10,210.7	186,768.5
TOTAL					
Posts	341,365.2	9,736.9	2.9	13,259.1	364,361.2
Other staff costs	18,650.6	5,150.0	27.6	811.3	24,611.9
Consultants	5,600.9	(1,622.5)	(29.0)	295.8	4,274.2
Travel	22,390.9	(2,719.2)	(12.1)	1,301.4	20,973.1
Operating expenses	111,595.4	(11,621.7)	(10.4)	2,616.3	102,590.0
Furniture and equipment	15,200.8	(2,264.3)	(14.9)	754.9	13,691.4
Reimbursements	12,692.1	1,563.8	12.3	756.0	15,011.9
TOTAL GROSS BUDGET ESTIMATES	527,495.9	(1,777.0)	(0.3)	19,794.8	545,513.7
Estimated income	(33,900.0)	(18,100.0)	53.4	-	(52,000.0)
TOTAL NET BUDGET ESTIMATES	493,595.9	(19,877.0)	(4.0)	19,794.8	493,513.7

Summary table III. Estimated distribution of posts by source of funds and organizational unit, 2000-2001

Source of funds/ organizational unit	International Professional category and above										
	USG ASG	D-2	D-1	P-5	P-4	P-3	P2/1	Total	Nat. Prof.	GS and other categ.	Grand total
A. Programme support											
1. Country and regional offices											
West and Central Africa region											
1998-1999 Regular resources	0	2	4	34	27	18	0	85	46	228	359
2000-2001 Regular resources	0	2	4	34	29	18	1	88	51	225	364
Eastern and Southern Africa region											
1998-1999 Regular resources	0	2	5	31	31	15	1	85	37	206	328
2000-2001 Regular resources	0	2	6	29	30	26	4	97	46	207	350
The Americas and the Caribbean region											
1998-1999											
Regular resources	0	1	2	23	22	0	0	48	50	138	236
Other resources relating to reimbursement	0	0	0	0	0	0	0	0	0	1	1
Total	0	1	2	23	22	0	0	48	50	139	237
2000-2001											
Regular resources	0	1	2	23	21	2	0	49	47	139	235
Other resources relating to reimbursement	0	0	0	0	0	0	0	0	0	0	0
Total	0	1	2	23	21	2	0	49	47	139	235
East Asia and the Pacific region											
1998-1999											
Regular resources	0	3	4	17	19	6	3	52	17	144	213
Other resources relating to reimbursement	0	0	0	0	0	0	0	0	0	0	0
Total	0	3	4	17	19	6	3	52	17	144	213
2000-2001											
Regular resources	0	3	4	19	18	8	2	54	22	141	217
Other resources relating to reimbursement	0	0	0	0	0	0	0	0	1	1	2
Total	0	3	4	19	18	8	2	54	23	142	219
South Asia region											
1998-1999											
Regular resources	0	4	3	16	16	3	0	42	33	207	282
Other resources relating to reimbursement	0	0	0	0	0	1	0	1	1	1	3
Total	0	4	3	16	16	4	0	43	34	208	285
2000-2001											
Regular resources	0	4	4	15	16	3	0	42	29	178	249
Other resources relating to reimbursement	0	0	0	0	0	1	0	1	1	1	3
Total	0	4	4	15	16	4	0	43	30	179	252
Middle East and North Africa region											
1998-1999 Regular resources	0	1	4	19	14	3	0	41	27	105	173
2000-2001 Regular resources	0	1	4	18	15	3	0	41	30	108	179

Summary table III. Estimated distribution of posts by source of funds and organizational unit, 2000-2001 (continued)

Source of funds/ organizational unit	International Professional category and above										
	USG ASG	D-2	D-1	P-5	P-4	P-3	P2/1	Total	Nat Prof	GS and other categ	Grand total
CEE, CIS and the Baltic States region											
1998-1999 Regular resources	0	1	4	12	16	3	1	37	17	68	122
2000-2001 Regular resources	0	1	4	12	15	4	2	38	17	66	121
Total: A.1 Programme support - Country and ROs											
1998-1999											
Regular resources	0	14	26	152	145	48	5	390	227	1,096	1,713
Other resources relating to reimbursement	0	0	0	0	0	1	0	1	1	2	4
Total Total - A.1	0	14	26	152	145	49	5	391	228	1,098	1,717
2000-2001											
Regular resources	0	14	28	150	144	64	9	409	242	1,064	1,715
Other resources relating to reimbursement	0	0	0	0	0	1	0	1	2	2	5
Total Total - A.1	0	14	28	150	144	65	9	410	244	1,066	1,720
2. Headquarters											
Programme Division											
1998-1999 Regular resources	0	1	9	31	17	2	1	61	0	41	102
2000-2001 Regular resources	0	1	9	32	15	4	3	64	0	41	105
Office of Emergency Programmes											
1998-1999 Regular resources	0	1	2	1	3	2	1	10	0	10	20
2000-2001 Regular resources	0	1	1	3	2	3	1	11	0	11	22
Supply Division											
1998-1999											
Regular resources	0	1	1	12	19	6	3	42	0	85	127
Other resources relating to reimbursement	0	0	1	0	6	3	1	11	0	29	40
Total	0	1	2	12	25	9	4	53	0	114	167
2000-2001											
Regular resources	0	1	2	12	18	12	6	51	0	55	106
Other resources relating to reimbursement	0	0	0	0	13	3	1	17	0	39	56
Total	0	1	2	12	31	15	7	68	0	94	162
Information Technology Division (PROMS)											
1998-1999 Regular resources	0	0	0	0	0	0	0	0	0	0	0
2000-2001 Regular resources	0	0	0	0	1	0	1	2	0	0	2
International Child Development Centre (Florence)											
1998-1999 Regular resources	0	0	0	0	0	0	0	0	0	0	0
2000-2001 Regular resources	0	1	0	0	0	0	0	1	0	0	1
Regional Office for Europe, Emergency Section											
1998-1999 Regular resources	0	0	0	1	1	1	0	3	0	2	5
2000-2001 Regular resources	0	0	1	1	1	1	0	4	0	2	6

Summary table III. Estimated distribution of posts by source of funds and organizational unit, 2000-2001 (continued)

Source of funds/ organizational unit	International Professional category and above										
	USG ASG	D-2	D-1	P-5	P-4	P-3	P2/1	Total	Nat. Prof.	GS and other categ.	Grand total
Total: A.2 Programme support - Headquarters											
1998-1999											
Regular resources	0	3	12	45	40	11	5	116	0	138	254
Other resources relating to reimbursement	0	0	1	0	6	3	1	11	0	29	40
Total - A.2	0	3	13	45	46	14	6	127	0	167	294
2000-2001											
Regular resources	0	4	13	48	37	20	11	133	0	109	242
Other resources relating to reimbursement	0	0	0	0	13	3	1	17	0	39	56
Total - A.2	0	4	13	48	50	23	12	150	0	148	298
Total: A. Programme support											
1998-1999											
Regular resources	0	17	38	197	185	59	10	506	227	1,234	1,967
Other resources relating to reimbursement	0	0	1	0	6	4	1	12	1	31	44
Total - A	0	17	39	197	191	63	11	518	228	1,265	2,011
2000-2001											
Regular resources	0	18	41	198	181	84	20	542	242	1,173	1,957
Other resources relating to reimbursement	0	0	0	0	13	4	1	18	2	41	61
Total - A	0	18	41	198	194	88	21	560	244	1,214	2,018
B. Management and administration of organization											
Headquarters											
Office of the Executive Director											
1998-1990 Regular resources	3	2	1	1	2	0	1	10	0	8	18
2000-2001 Regular resources	4	1	1	1	3	0	1	11	0	7	18
Evaluation, Policy and Planning Division											
1998-1999 Regular resources	0	1	0	9	7	3	2	22	0	14	36
2000-2001 Regular resources	0	1	1	10	7	3	0	22	0	14	36
Office of Internal Audit											
1998-1999 Regular resources	0	1	1	6	4	2	2	16	0	4	20
2000-2001 Regular resources	0	1	1	6	4	2	2	16	0	4	20
Office of the Secretary of the Executive Board											
1998-1999 Regular resources	0	0	1	1	2	0	0	4	0	6	10
2000-2001 Regular resources	0	0	1	1	2	0	0	4	0	6	10
Programme Funding Office											
1998-1999 Regular resources	0	1	1	6	0	0	7	15	0	11	26
2000-2001 Regular resources	0	1	1	6	2	1	9	20	0	11	31
Office of UN Affairs and External Relations											
1998-1999 Regular resources	0	0	1	2	0	2	0	5	0	4	9
2000-2001 Regular resources	0	0	1	2	0	2	0	5	0	4	9

Summary table III. Estimated distribution of posts by source of funds and organizational unit, 2000-2001 (continued)

Source of funds/ organizational unit	International Professional category and above										
	USG ASG	D-2	D-1	P-5	P-4	P-3	P2/1	Total	Nat. Prof.	GS and other categ.	Grand total
Division of Communication											
1998-1999 Regular resources	0	1	1	7	12	7	3	31	0	33	64
2000-2001 Regular resources	0	1	1	5	12	9	6	34	0	33	67
Division of Human Resources											
1998-1999 Regular resources	0	1	2	4	11	7	4	29	0	50	79
2000-2001 Regular resources	0	1	2	6	15	2	4	30	0	52	82
Division of Financial and Administrative Management											
1998-1999 Regular resources	0	1	3	6	9	14	5	38	0	89	127
2000-2001 Regular resources	0	1	4	4	10	10	11	40	0	74	114
Information Technology Division											
1998-1999 Regular resources	0	1	1	5	5	14	3	29	0	20	49
2000-2001 Regular resources	0	1	1	7	15	18	5	47	0	25	72
Office for Japan											
1998-1999 Regular resources	0	0	1	0	1	0	0	2	2	3	7
2000-2001 Regular resources	0	0	1	0	1	0	0	2	2	3	7
Regional Office for Europe (Geneva)											
1998-1999 Regular resources	0	1	2	3	8	4	1	19	0	28	47
2000-2001 Regular resources	0	1	2	3	7	4	0	17	0	27	44
Total: D Management and admin. of org. - HQ											
1998-1999 Regular resources Total - B	3	10	15	50	61	53	28	220	2	270	492
2000-2001 Regular resources Total - B	4	9	17	51	78	51	38	248	2	260	510
Grand total											
1998-1999											
Regular resources	3	27	53	247	246	112	38	726	229	1,504	2,459
Other resources relating to reimbursements	0	0	1	0	6	4	1	12	1	31	44
TOTAL	3	27	54	247	252	116	39	738	230	1,535	2,503
2000-2001											
Regular resources	4	27	58	249	259	135	58	790	244	1,433	2,467
Other resources relating to reimbursements	0	0	0	0	13	4	1	18	2	41	61
TOTAL	4	27	58	249	272	139	59	808	246	1,474	2,528

Summary table IV (a). Other resources estimates by source of funds and organizational unit, 2000-2001

(In thousands of United States dollars)

Source of funds/ organizational unit		1998-1999 estimates	Increase/ decrease	2000-2001 estimates
I. OTHER RESOURCES RELATING TO PROGRAMMES				
II. OTHER RESOURCES RELATING TO REIMBURSEMENTS				
East Asia the Pacific region		0.0	100.8	100.8
South Asia region		300.0	(12.8)	287.2
Headquarters (Supply Division)		7,159.8	6,375.4	13,535.2
	Total	7,459.8	6,463.4	13,923.2

Summary table IV (b). Other resources estimates by source of funds and expenditure category, 2000-2001

(In thousands of United States dollars)

Source of funds/ expenditure category		1998-1999 estimates	Increase/ decrease	2000-2001 estimates
I. OTHER RESOURCES RELATING TO PROGRAMMES				
II. OTHER RESOURCES RELATING TO REIMBURSEMENTS				
Posts		6,065.0	3,359.4	9,424.4
Other staff costs		0.0	1,906.8	1,906.8
Consultants		0.0	343.6	343.6
Travel		48.4	154.4	202.8
Operating expenses		1,346.4	220.3	1,566.7
Furniture and equipment		0.0	478.9	478.9
	Total	7,459.8	6,463.4	13,923.2

Annex I

TERMINOLOGY

Terms upon which common agreement has been reached and their corresponding definitions are given below.

Appropriation line - definition similar to those included in the Financial Regulations of UNDP, UNFPA and UNICEF

1. A subdivision of the appropriation for which a specific amount is shown in the appropriation decision and within which the executive head of an organization is authorized to make transfers without prior approval.

Biennial support budget

2. The budget of an organization covering programme support and management and administration of the organization.

Cost (increase/decrease) - Administrative Committee on Coordination definition

3. Any increase or decrease in the cost of a resource input in the budget period compared with that in the previous budget period, arising from changes in costs, prices and exchange rates.

Gross budget

4. For voluntary-funded organizations, the budget in which staff costs are estimated on a net basis (i.e., exclusive of staff assessment) and all other costs are estimated on a gross basis, e.g. inclusive of income tax payments for staff, total local office costs and costs of services to be rendered.

Management and administration of organization

5. Organizational units whose primary function is the maintenance of the identity, direction and well-being of an organization. This will typically include units that carry out the functions of executive direction, organizational policy and evaluation, external relations, information, administration and audit.

Net budget

6. For voluntary-funded organizations, the budget which reflects estimates of payments to be received which offset, in whole or in part, the related gross budget estimates.

Other resources

7. Resources of a voluntarily-funded organization, other than regular resources, which are received for a specific programme purpose consistent with the mandate of the organization and for the provision of specific services to third parties.

Other resources relating to programmes

8. Resources of a voluntarily-funded organization, other than regular resources, which are received for a specific programme purpose that is consistent with the mandate of the organization. These will include voluntary contributions, other governmental or intergovernmental payments, and donations from non-governmental sources.

Other resources relating to reimbursements

9. Resources of a voluntarily-funded organization that are received from third parties to cover the cost of providing specific services not related to carrying out programmes entrusted to it for implementation.

Programme(s)

10. (a) Those activities associated directly with the preparation, implementation and monitoring and evaluation of the organization's development cooperation activities;

(b) For the purpose of related financial information, direct inputs needed to achieve the objectives of a specific project or programme for development cooperation. This may typically include experts, support personnel, supplies and equipment, subcontracts, cash assistance and individual or group training.

Programme support

11. Organizational units whose primary function is the development, formulation, delivery and evaluation of an organization's programmes. This will typically include units that provide backstopping of programmes either on a technical, thematic, geographic, logistical or administrative basis.

Regular resources

12. Resources of a voluntarily-funded organization that are co-mingled and untied. These will include pledges of voluntary contributions, other governmental or intergovernmental payments, donations from non-governmental sources, and related interest earnings and miscellaneous income.

Various cost adjustments

13. Cost increases/decreases attributable to changes in rates or conditions not tied to currency or annual inflation adjustments.

Volume (increase/decrease)

14. Any increase or decrease in resource requirements attributable to changes in the level or nature of activities carried out by an organization during the current budget period and those proposed for the forthcoming budget period. Volume is expressed using the same cost factors applicable for the approved appropriations to permit direct comparison of these changes relative to the level of activities approved for the current budget period.

Annex II

METHODOLOGY

1. The methodology involves several sequential steps in calculating estimates. These calculations are effected separately for each year of a biennium. Essentially, the methodology is to take the approved appropriations for the first year of the current biennium and add the volume and cost adjustments, which results in the estimates required for the first year of the proposed biennium. Similarly, the approved appropriations for the second year of the current biennium are updated to result in the estimates required for the second year of the proposed biennium. It should be borne in mind that, normally, the time during which estimates are prepared for the proposed biennial support budget is during the first months of the second year of the current biennium. A description of each sequential step follows.

I. VOLUME ADJUSTMENTS

2. First, using the approved appropriations as a base, the real increases or decreases in requirements are calculated and designated as volume changes. Volume changes, as defined, represent the controllable elements in the estimates, subject to the executive head's assessment of what the organization requires to perform the task with which it is entrusted. Such volume changes are calculated at the same price levels as the approved appropriations in order to facilitate comparison with the currently approved base.

II. VARIOUS COST ADJUSTMENTS

3. To the approved appropriations and volume changes are added cost increases or decreases attributable to changes in rates or conditions not tied to currency or annual inflation adjustments. Except for within-grade increments, they reflect only known changes that have occurred in the two years since the preparation of the last biennial support budget. Such cost factors include, for example, ICSC decisions on a variety of staff entitlements (e.g. dependency allowance, education grant), and changes in the average step of posts by grade level. These adjustments may also include estimates to cover within-grade increments for staff if the experience of the organization so warrants. Normally, but not exclusively, such cost adjustments apply to staff costs. An example of this type of cost adjustment for operating expenses would be a change in rate per square foot on relocation of premises.

III. CURRENCY ADJUSTMENTS

4. Currency adjustments are then calculated, by year, on the total of approved appropriations, volume and various cost adjustments. These currency adjustments would normally be the difference between the United Nations operational rate of exchange in effect on, for example, 1 April of the year preceding the current biennium and, for example, on 1 April of the second year of the current biennium, i.e., the time of preparation of the proposed biennial support budget. This factor is of particular importance given the extent of the field offices of the organization, where operating costs vary greatly with the strength or otherwise of the United States dollar.

IV. INFLATION ADJUSTMENT

5. Finally, to complete the picture and develop the final estimate of requirements for the next biennium, the organization must adjust or estimate, as appropriate, inflation over a four-year period. These adjustments are calculated, by year, on the total of approved appropriations, volume and various cost adjustments, as adjusted for currency as follows:

(a) For the first year of the current biennium to the first year of the proposed biennium. The existing estimates already embody earlier estimates of inflation. Therefore, the inflation adjustment for this transition includes:

(i) The difference between the application of earlier estimates and the actual inflation for the first year of the current biennium;

ii) The difference between the application of earlier estimates and the revised inflation projection for the second year of the current biennium; and

(iii) The inflation projection for the first year of the proposed biennium;

(b) For the second year of the current biennium to the second year of the proposed biennium:

(i) Same as (a) (i)-(iii) above;

(ii) The inflation projection for the second year of the proposed biennium.

6. In order to arrive at these estimates of inflation, four inflation factors for each location are adopted for each year:

(a) The first inflation factor pertains to the estimated movement of post adjustment for international Professional staff;

(b) The second inflation factor pertains to international travel and common staff costs for international Professional staff (this is the same for all locations);

(c) The third factor encompasses salaries and common staff costs for local staff, i.e., in the national Professional category and General Service and other categories, which may vary significantly from location to location;

(d) The fourth factor relates to all other costs, such as operating expenses.

7. Within this general framework, New York headquarters and the regional Office for Europe (Geneva) are treated separately from field offices. For these two locations, the rates used are the same as those used by the United Nations unless specific contractual commitments differ.

8. Apart from a limited number of cost elements, such as international travel and the common staff costs of international staff, the inflation factors for field offices must be location-specific. Estimates are compared with past experience and current global patterns and/or information that is available and published before being applied to the budget estimates.

Annex III

USE OF RESOURCES: ESTIMATED DISTRIBUTION OF PROGRAMMES AND PROGRAMME SUPPORT BY COUNTRY WITHIN REGIONS

(In thousands of United States dollars)

	2000-2001													
	PROGRAMME BUDGET					POSTS								
						Programme budget				Support budget				
	Regular resources a/	Other resources b/	Total resources	SUPPORT BUDGET	Grand total	IP	NP	GS/Oth.	Total	IP	NP	GS/Oth.	Total	Grand total
COUNTRIES WITHIN REGIONS														
WEST AND CENTRAL AFRICA REGION														
Regional Office	1,007.0	514.7	1,521.7	9,842.8	11,364.5	1	0	0	1	19	3	32	54	55
Benin c/	3,127.9	3,869.2	6,997.1	1,536.3	8,533.4	2	8	10	20	3	3	7	13	33
Burkina Faso	7,353.0	6,226.9	13,579.9	2,127.6	15,707.5	3	8	17	28	3	2	11	16	44
Cameroon	4,398.0	1,681.9	6,079.9	2,135.9	8,215.8	2	3	6	11	3	2	9	14	25
Cape Verde	1,246.0	519.0	1,765.0	1,007.4	2,772.4	0	2	5	7	2	1	3	6	13
Central African Republic	2,916.0	1,489.1	4,405.1	2,161.1	6,566.2	2	4	7	13	4	1	9	14	27
Chad	4,287.0	6,272.2	10,559.2	2,283.4	12,842.6	2	9	18	29	3	3	8	14	43
Congo	1,878.0	3,581.4	5,459.4	1,941.5	7,400.9	1	2	3	6	3	2	6	11	17
Cote d'Ivoire c/	6,192.4	1,020.7	7,213.1	2,321.1	9,534.2	2	4	12	18	3	2	9	14	32
Democratic Republic of the Congo c/	30,605.4	12,143.1	42,748.5	3,494.2	46,242.7	11	15	44	70	5	3	9	17	87
Great Lakes emergency operation	0.0	7,461.6	7,461.6	0.0	7,461.6	0	0	0	0	0	0	0	0	0
Equatorial Guinea	1,378.0	611.3	1,989.3	1,323.0	3,312.3	1	1	4	6	2	1	4	7	13
Gabon	1,222.0	307.8	1,529.8	0.0	1,529.8	1	1	3	5	0	0	0	0	5
Gambia	1,476.0	1,878.6	3,354.6	1,042.1	4,396.7	1	2	5	8	2	0	5	7	15
Ghana	6,838.0	9,170.7	16,008.7	1,793.0	17,801.7	5	6	21	32	3	3	8	14	46
Guinea	5,218.0	3,251.9	8,469.9	2,061.7	10,531.6	3	7	16	26	3	2	10	15	41
Guinea-Bissau	1,944.0	2,451.6	4,395.6	1,816.2	6,211.8	0	6	9	15	3	1	7	11	26
Liberia	2,698.0	9,664.3	12,362.3	2,308.6	14,670.9	4	7	19	30	3	2	8	13	43
Mali	10,340.0	5,229.9	15,569.9	2,523.1	18,093.0	7	12	20	39	3	4	10	17	56
Mauritania	2,334.0	3,101.6	5,435.6	1,792.2	7,227.8	1	10	8	19	3	2	8	13	32
Niger	12,634.0	4,385.9	17,019.9	1,727.4	18,747.3	9	9	22	40	3	3	8	14	54
Nigeria c/	43,669.3	5,792.8	49,462.1	4,364.5	53,826.6	11	37	80	128	5	5	29	39	167
Sao Tome and Principe	1,232.0	21.4	1,253.4	520.6	1,774.0	0	1	4	5	1	0	0	1	6
Senegal c/	3,911.2	7,229.2	11,140.5	2,625.2	13,765.7	3	9	16	28	3	2	10	15	43
Sierre Leone	4,837.0	5,855.2	10,692.2	1,837.0	12,529.2	5	12	21	38	3	2	9	14	52
Togo	2,884.0	1,521.6	4,405.6	1,741.9	6,147.5	0	3	8	11	3	2	6	11	22
Central cost	0.0	0.0	0.0	1,568.3	1,568.3	0	0	0	0	0	0	0	0	0
Subtotal for 2000-2001	165,626.3	105,253.7	270,880.0	57,896.1	328,776.1	77	178	378	633	88	51	225	364	997

Annex III (continued)

USE OF RESOURCES: ESTIMATED DISTRIBUTION OF PROGRAMMES AND PROGRAMME SUPPORT BY COUNTRY WITHIN REGIONS

(In thousands of United States dollars)

	2000-2001													
	PROGRAMME BUDGET					POSTS								
						Programme budget				Support budget				
	Regular resources a/	Other resources b/	Total resources	SUPPORT BUDGET	Grand total	IP	NP	GS/Oth.	Total	IP	NP	GS/Oth.	Total	Grand total
COUNTRIES WITHIN REGIONS														
EASTERN AND SOUTHERN AFRICA REGION														
Regional Office	600.0	3,533.6	4,133.6	9,675.7	13,809.3	6	1	1	8	21	4	27	52	60
Angola	9,863.0	28,013.0	37,876.0	4,403.0	42,279.0	4	16	33	53	7	1	10	18	71
Botswana	1,417.0	761.4	2,178.4	1,365.8	3,544.2	0	6	5	11	3	1	6	10	21
Burundi	4,598.0	3,977.1	8,575.1	1,932.6	10,507.7	5	5	14	24	4	2	8	14	38
Comoros	1,366.0	90.2	1,456.2	926.7	2,382.9	0	2	4	6	2	1	4	7	13
Eritrea	2,592.0	13,934.4	16,526.4	1,478.1	18,004.5	4	9	12	25	3	2	6	11	36
Ethiopia c/	30,814.5	23,449.5	54,263.9	2,965.4	57,229.3	10	16	32	58	5	3	15	23	81
Kenya c/	8,074.3	8,300.0	16,374.3	3,726.5	20,100.8	3	13	24	40	4	4	26	34	74
Lesotho	1,830.0	2,550.5	4,380.5	1,138.8	5,519.3	3	3	9	15	2	1	6	9	24
Madagascar c/	9,575.5	8,009.4	17,584.9	2,081.2	19,666.1	4	10	26	40	5	2	6	13	53
Malawi	8,913.0	8,711.9	17,624.9	1,720.1	19,345.0	2	16	26	44	3	2	6	11	55
Mauritius c/	1,274.9	11.9	1,286.8	731.3	2,018.1	0	1	2	3	1	1	4	6	9
Mozambique c/	15,368.1	20,063.1	35,431.2	3,148.9	38,580.1	9	12	39	60	5	3	10	18	78
Namibia	1,417.0	5,647.2	7,064.2	1,953.2	9,017.4	2	5	10	17	3	1	8	12	29
Rwanda	4,695.0	16,522.4	21,217.4	2,031.0	23,248.4	7	12	27	46	3	2	5	10	56
Sao Tome and Principe (to be deleted)	0.0	0.0	0.0	0.0	0.0	0	0	0	0	0	0	0	0	0
Somalia	8,776.0	29,663.6	38,439.6	3,333.5	41,773.1	12	2	31	45	6	3	8	17	62
South Africa	1,708.0	2,300.1	4,008.1	1,545.0	5,553.1	5	3	4	12	2	5	7	14	26
Swaziland	1,318.0	617.7	1,935.7	879.2	2,814.9	1	2	4	7	2	1	2	5	12
Uganda c/	10,407.6	30,547.3	40,954.9	2,843.8	43,798.7	9	18	44	71	4	2	10	16	87
United Republic of Tanzania c/	15,234.5	13,631.6	28,866.1	3,251.0	32,117.1	11	19	33	63	5	2	14	21	84
Zambia c/	6,323.4	9,625.8	15,949.1	2,089.9	18,039.0	8	5	22	35	4	1	11	16	51
Zimbabwe	3,350.0	7,107.3	10,457.3	1,408.7	11,866.0	2	12	20	34	3	2	8	13	47
Central cost	0.0	0.0	0.0	26.2	26.2	0	0	0	0	0	0	0	0	0
Subtotal for 2000-2001	149,515.7	237,068.8	386,584.5	54,655.6	441,240.1	107	188	422	717	97	46	207	350	1,067

Annex III (continued)

USE OF RESOURCES: ESTIMATED DISTRIBUTION OF PROGRAMMES AND PROGRAMME SUPPORT BY COUNTRY WITHIN REGIONS

(In thousands of United States dollars)

	2000-2001													
	PROGRAMME BUDGET					POSTS								
						Programme budget				Support budget				
	Regular resources a/	Other resources b/	Total resources	SUPPORT BUDGET	Grand total	IP	NP	GS/Oth.	Total	IP	NP	GS/Oth.	Total	Grand total
COUNTRIES WITHIN REGIONS														
THE AMERICAS AND THE CARIBBEAN REGION														
Regional Office	745.0	4,418.2	5,163.2	7,790.3	12,953.5	0	0	0	0	12	6	18	36	36
Argentina c/	1,692.0	4,927.3	6,619.3	1,536.1	8,155.4	1	1	5	7	1	1	3	5	12
Barbados (Eastern Caribbean programmes) c/	3,026.6	1,655.6	4,682.2	2,374.7	7,056.9	2	4	5	11	1	2	6	9	20
Belize	1,204.0	231.2	1,435.2	556.3	1,991.5	0	1	3	4	1	1	1	3	7
Bolivia c/	2,634.7	14,573.7	17,208.4	2,330.9	19,539.3	4	9	16	29	2	4	8	14	43
Brazil c/	6,635.6	26,889.6	33,525.1	3,018.9	36,544.0	6	24	33	63	2	4	12	18	81
Chile c/	1,449.3	119.1	1,568.5	1,954.5	3,523.0	0	1	0	1	2	1	5	8	9
Colombia c/	2,261.1	5,424.3	7,685.4	2,033.8	9,719.2	1	3	8	12	2	4	9	15	27
Costa Rica c/	1,286.6	686.7	1,973.3	479.6	2,452.9	0	3	3	6	1	0	2	3	9
Cuba c/	1,615.2	3,866.7	5,481.9	564.2	6,046.1	0	1	2	3	1	1	3	5	8
Dominican Republic c/	1,633.7	1,119.9	2,753.6	1,190.9	3,944.5	1	4	5	10	1	2	5	8	18
Ecuador c/	1,923.9	6,263.1	8,187.0	1,524.9	9,711.9	1	7	11	19	2	2	7	11	30
El Salvador	1,417.0	3,083.0	4,500.0	1,114.0	5,614.0	2	3	8	13	1	1	3	5	18
Guatemala	1,880.0	7,199.0	9,079.0	2,366.4	11,445.4	0	8	13	21	2	2	8	12	33
Guyana	1,310.0	287.9	1,597.9	635.8	2,233.7	0	2	5	7	1	0	2	3	10
Haiti	3,902.0	4,388.0	8,290.0	2,131.5	10,421.5	3	8	11	22	3	2	8	13	35
Honduras c/	1,791.0	5,133.2	6,924.1	1,171.0	8,095.1	0	5	7	12	2	2	6	10	22
Jamaica c/	1,241.5	1,520.7	2,762.2	1,039.7	3,801.9	1	3	4	8	1	2	4	7	15
Mexico c/	1,975.0	4,564.9	6,539.9	2,477.6	9,017.5	3	2	5	10	4	0	9	13	23
Nicaragua	1,856.0	10,050.8	11,906.8	1,750.5	13,657.3	2	1	10	13	2	3	6	11	24
Panama c/	1,301.2	612.9	1,914.1	619.5	2,533.6	0	2	3	5	1	1	2	4	9
Paraguay c/	1,485.5	682.2	2,167.7	771.9	2,939.6	0	2	2	4	1	2	3	6	10
Peru c/	2,103.4	11,722.7	13,826.2	2,690.5	16,516.7	1	10	14	25	2	3	7	12	37
Uruguay c/	1,437.1	201.0	1,638.1	0.0	1,638.1	1	0	1	2	0	0	0	0	2
Venezuela c/	1,603.4	1,066.4	2,669.7	753.5	3,423.2	0	3	4	7	1	1	2	4	11
Subregional programme	0.0	1,294.0	1,294.0	0.0	1,294.0	0	0	0	0	0	0	0	0	0
Central cost	0.0	0.0	0.0	556.1	556.1	0	0	0	0	0	0	0	0	0
Subtotal for 2000-2001	49,410.8	121,982.0	171,392.8	43,433.1	214,825.9	29	107	178	314	49	47	139	235	549

Annex III (continued)

USE OF RESOURCES: ESTIMATED DISTRIBUTION OF PROGRAMMES AND PROGRAMME SUPPORT BY COUNTRY WITHIN REGIONS

(In thousands of United States dollars)

	2000-2001													
	PROGRAMME BUDGET					POSTS								
						Programme budget				Support budget				
COUNTRIES WITHIN REGIONS	Regular resources a/	Other resources b/	Total resources	SUPPORT BUDGET	Grand total	IP	NP	GS/Oth.	Total	IP	NP	GS/Oth.	Total	Grand total
EAST ASIA AND THE PACIFIC REGION														
Regional Office	644.0	897.9	1,541.9	7,945.1	9,487.0	0	0	1	1	14	3	33	50	51
Cambodia	6,208.0	17,995.2	24,203.2	2,834.1	27,037.3	12	11	29	52	5	0	9	14	66
China c/	27,831.9	8,964.6	36,796.4	3,537.7	40,334.1	12	0	0	12	5	0	2	7	19
Democratic People's Republic of Korea	1,840.0	16,044.7	17,884.7	1,285.8	19,170.5	3	0	0	3	3	2	4	9	12
Indonesia c/	10,437.5	10,596.7	21,034.3	2,792.1	23,826.4	13	24	29	66	3	4	15	22	88
Lao People's Democratic Republic	2,987.0	3,685.5	6,672.5	1,589.0	8,261.5	3	11	9	23	4	2	12	18	41
Malaysia c/	1,265.3	0.0	1,265.3	296.4	1,561.7	0	0	3	3	1	0	0	1	4
Mongolia	2,180.0	1,025.2	3,205.2	860.8	4,066.0	1	1	3	5	2	1	4	7	12
Myanmar	13,144.0	5,124.1	18,268.1	2,508.6	20,776.7	7	14	20	41	4	3	18	25	66
Pacific Island countries	4,000.0	1,916.4	5,916.4	872.9	6,789.3	2	1	3	6	1	2	6	9	15
Papua New Guinea	1,880.0	0.0	1,880.0	1,334.4	3,214.4	1	1	2	4	3	0	6	9	13
Philippines c/ d/	6,060.4	11,187.0	17,247.5	2,158.8	19,406.3	1	12	11	24	2	3	15	20	44
Thailand c/	1,867.0	6,158.3	8,025.3	1,420.7	9,446.0	0	6	6	12	2	1	5	8	20
Viet Nam	9,134.0	9,870.0	19,004.0	2,510.7	21,514.7	11	18	23	52	5	1	12	18	70
Subtotal for 2000-2001	89,479.2	93,465.5	182,944.6	31,947.1	214,891.7	66	99	139	304	54	22	141	217	521
SOUTH ASIA REGION														
Regional Office	800.0	1,259.1	2,059.1	5,261.6	7,320.7	1	0	1	2	11	3	18	32	34
Afghanistan	17,541.0	8,837.2	26,378.2	2,126.6	28,504.8	10	17	39	66	3	3	9	15	81
Bangladesh c/ d/	24,996.1	70,868.9	95,865.0	5,289.5	101,154.5	15	39	55	109	6	7	30	43	152
Bhutan	1,812.0	1,904.8	3,716.8	1,150.2	4,867.0	2	2	9	13	3	1	7	11	24
India c/	71,048.7	45,715.2	116,763.9	7,662.8	124,426.7	23	71	132	226	7	9	58	74	300
Maldives	1,232.0	22.6	1,254.6	538.3	1,792.9	0	2	1	3	1	0	3	4	7
Nepal	8,406.0	8,955.0	17,361.0	2,273.2	19,634.2	6	31	36	73	5	1	16	22	95
Pakistan c/	29,652.4	6,815.8	36,468.2	3,284.3	39,752.5	7	26	61	94	4	3	23	30	124
Sri Lanka c/	1,634.7	6,666.5	8,301.1	1,663.7	9,964.8	3	9	14	26	2	2	14	18	44
Subtotal for 2000-2001	157,122.8	151,045.0	308,167.9	29,250.2	337,418.1	67	197	348	612	42	29	178	249	861

Annex III (continued)

USE OF RESOURCES: ESTIMATED DISTRIBUTION OF PROGRAMMES AND PROGRAMME SUPPORT BY COUNTRY WITHIN REGIONS

(In thousands of United States dollars)

	2000-2001													
	PROGRAMME BUDGET					POSTS								
						Programme budget				Support budget				
	Regular resources a/	Other resources b/	Total resources	SUPPORT BUDGET	Grand total	IP	NP	GS/Oth.	Total	IP	NP	GS/Oth.	Total	Grand total
COUNTRIES WITHIN REGIONS														
MIDDLE EAST AND NORTH AFRICA REGION														
Regional Office c/	951.6	126.8	1,078.4	7,103.4	8,181.8	0	0	0	0	13	7	27	47	47
Algeria c/	2,228.8	1,570.3	3,799.1	879.2	4,678.3	0	3	3	6	1	2	6	9	15
Djibouti	1,388.0	751.3	2,139.3	1,114.0	3,253.3	0	1	5	6	2	1	2	5	11
Egypt c/	6,248.5	6,078.4	12,326.9	2,157.2	14,484.1	0	19	18	37	3	2	10	15	52
Iran (Islamic Republic of) c/	4,414.8	140.8	4,555.6	1,059.5	5,615.1	1	6	6	13	1	2	5	8	21
Iraq d/	4,837.0	22,036.6	26,873.6	1,635.8	28,509.4	6	5	3	14	2	2	5	9	23
Jordan c/	1,470.8	275.4	1,746.2	1,143.7	2,889.9	0	4	5	9	1	2	4	7	16
Palestinian children and women in Jordan	400.0	0.0	400.0	0.0	400.0	0	0	0	0	0	0	0	0	0
Lebanon c/	1,631.9	1,187.7	2,819.6	1,737.7	4,557.3	0	4	6	10	2	1	6	9	19
Palestinian children and women in Lebanon	700.0	425.0	1,125.0	0.0	1,125.0	0	0	0	0	0	0	0	0	0
Morocco c/	3,615.1	818.8	4,433.9	1,662.4	6,096.3	0	2	11	13	2	2	5	9	22
Oman c/	1,387.7	0.0	1,387.7	1,317.5	2,705.2	0	0	3	3	2	1	3	6	9
Palestinian children and women in the West Bank and Gaza	1,700.0	3,261.1	4,961.1	1,311.8	6,272.9	1	4	4	9	2	1	3	6	15
Saudi Arabia (Gulf Area Office) c/	584.3	0.4	584.7	852.3	1,437.0	0	0	0	0	1	0	3	4	4
Sudan	9,530.0	21,622.1	31,152.1	3,389.3	34,541.4	7	16	38	61	3	3	11	17	78
Operation Lifeline Sudan	0.0	54,731.7	54,731.7	1,594.0	56,325.7	16	6	30	52	0	0	0	0	52
Syrian Arab Republic c/	1,901.3	10.9	1,912.2	939.1	2,851.3	1	1	5	7	1	2	4	7	14
Palestinian children and women in the Syrian Arab Republic	400.0	0.0	400.0	0.0	400.0	0	0	0	0	0	0	0	0	0
Tunisia c/	1,588.7	447.4	2,036.1	1,072.3	3,108.4	1	2	7	10	1	2	4	7	17
Yemen d/	6,092.0	22,203.9	28,295.9	1,994.3	30,290.2	4	12	16	32	4	0	10	14	46
Central cost	0.0	0.0	0.0	150.0	150.0	0	0	0	0	0	0	0	0	0
Subtotal for 2000-2001	51,070.4	135,688.7	186,759.0	31,113.5	217,872.5	37	85	160	282	41	30	108	179	461

Annex III (continued)

USE OF RESOURCES: ESTIMATED DISTRIBUTION OF PROGRAMMES AND PROGRAMME SUPPORT BY COUNTRY WITHIN REGIONS

(In thousands of United States dollars)

	2000-2001													
	PROGRAMME BUDGET			SUPPORT BUDGET	Grand total	POSTS								
						Programme budget				Support budget				Grand total
COUNTRIES WITHIN REGIONS	Regular resources a/	Other resources b/	Total resources			IP	NP	GS/Oth.	Total	IP	NP	GS/Oth.	Total	
CEE, CIS AND THE BALTIC STATES REGION														
Regional Office (incl. multi-country programme)	7,600.0	460.4	8,060.4	6,931.5	14,991.9	1	0	0	1	12	0	6	18	19
Albania	1,417.0	11,515.7	12,932.7	788.3	13,721.0	2	5	2	9	1	1	4	6	15
Armenia	1,417.0	1,277.6	2,694.6	594.9	3,289.5	0	5	6	11	1	2	4	7	18
Azerbaijan	1,806.0	2,553.4	4,359.4	780.0	5,139.4	0	4	4	8	2	1	3	6	14
Belarus	0.0	1,147.9	1,147.9	167.6	1,315.5	0	2	0	2	0	1	2	3	5
Bosnia and Herzegovina (and Area Office) c/	1,273.0	14,180.7	15,453.7	1,959.5	17,413.2	3	5	10	18	2	1	6	9	27
Central Asian republics and Kazakhstan Area Office	1,798.0	2,045.1	3,843.1	2,205.5	6,048.6	6	3	7	16	4	0	8	12	28
Croatia c/	281.3	2,840.7	3,122.0	181.4	3,303.4	0	0	0	0	0	0	0	0	0
Federal Republic of Yugoslavia c/	200.7	13,474.8	13,675.5	793.3	14,468.8	1	4	6	11	2	0	4	6	17
Georgia (and Caucasus Area Office)	1,417.0	1,597.6	3,014.6	1,033.1	4,047.7	1	5	3	9	2	1	4	7	16
Kyrgyzstan	1,614.0	717.3	2,331.3	645.5	2,976.8	0	1	3	4	1	1	2	4	8
Republic of Moldova	1,374.0	64.8	1,438.8	454.4	1,893.2	0	2	1	3	1	1	3	5	8
Romania	1,451.0	2,806.2	4,257.2	579.4	4,836.6	1	4	3	8	1	1	5	7	15
Russian Federation	0.0	2,206.3	2,206.3	1,214.8	3,421.1	0	2	1	3	2	1	3	6	9
Tajikistan	2,428.0	2,150.6	4,578.6	532.0	5,110.6	1	1	4	6	1	1	2	4	10
The former Yugoslav Republic of Macedonia c/	1,289.6	8,430.4	9,720.0	675.2	10,395.2	0	1	2	3	1	1	3	5	8
Turkey	1,878.0	4,928.5	6,806.5	1,432.7	8,239.2	0	3	7	10	3	0	3	6	16
Turkmenistan	1,714.0	554.4	2,268.4	491.7	2,760.1	0	1	3	4	1	1	2	4	8
Ukraine	0.0	1,466.6	1,466.6	228.7	1,695.3	1	1	1	3	0	2	0	2	5
Uzbekistan	3,222.0	3,181.2	6,403.2	571.2	6,974.4	0	1	3	4	1	1	2	4	8
Subtotal for 2000-2001	32,180.6	77,600.2	109,780.8	22,260.7	132,041.5	17	50	66	133	38	17	66	121	254

Annex III (continued)

USE OF RESOURCES: ESTIMATED DISTRIBUTION OF PROGRAMMES AND PROGRAMME SUPPORT BY COUNTRY WITHIN REGIONS

(In thousands of United States dollars)

	2000-2001													
	PROGRAMME BUDGET					POSTS								
						Programme budget				Support budget				
	Regular resources a/	Other resources b/	Total resources	SUPPORT BUDGET	Grand total	IP	NP	GS/Oth.	Total	IP	NP	GS/Oth.	Total	Grand total
COUNTRIES WITHIN REGIONS														
Intercountry programmes														
Intercountry programmes g/	25,178.0	11,392.7	36,570.7	0.0	36,570.7	17	0	1	18	0	0	0	0	18
UNICEF Maurice Pate Award	50.0	0.0	50.0	0.0	50.0	0	0	0	0	0	0	0	0	0
International Child Development Centre f/	0.0	4,543.0	4,543.0	291.5	4,834.5	7	0	11	18	1	0	0	1	19
Subtotal for 2000-2001	25,228.0	15,935.7	41,163.7	291.5	41,455.2	24	0	12	36	1	0	0	1	37
Unallocated programmes														
Unallocated programmes	50,376.0	0.0	50,376.0	0.0	50,376.0	0	0	0	0	0	0	0	0	0
Subtotal for 2000-2001	50,376.0	0.0	50,376.0	0.0	50,376.0	0	0	0	0	0	0	0	0	0
Central programme support														
Country and regional offices	0.0	0.0	0.0	6,561.2	6,471.2	0	0	0	0	0	0	0	0	0
Headquarters f/	0.0	0.0	0.0	70,336.9	70,336.9	0	0	0	0	128	0	108	236	236
Subtotal for 2000-2001	0.0	0.0	0.0	76,898.1	76,898.1	0	0	0	0	128	0	108	236	236
Total, Programme and programme support														
Country and regional offices	694,405.7	922,103.8	1,616,509.5	277,117.5	1,893,627.0	400	904	1,691	2,995	409	242	1,064	1,715	4,710
Headquarters	25,228.0	15,935.7	41,163.7	70,628.4	111,792.1	24	0	12	36	133	0	109	242	278
Unallocated programmes	50,376.0	0.0	50,376.0	0.0	50,376.0	0	0	0	0	0	0	0	0	0
Total, Programme and programme support	770,009.7	938,039.5	1,708,049.2	347,745.9	2,055,795.1	424	904	1,703	3,031	542	242	1,173	1,957	4,988
Management and administration	0.0	0.0	0.0	185,768.6	185,768.6	0	0	0	0	248	2	260	510	510
Reimbursement for services (headquarters)	0.0	0.0	0.0	0.0	0.0	17	0	39	56	0	0	0	0	56
GRAND TOTAL for 2000-2001	770,009.7	938,039.5	1,708,049.2	533,514.5 g/	2,241,563.7	441	904	1,742	3,087	790	244	1,433	2,467	5,554

NOTES

a/ Regular resources reflect the estimated phasing of expenditures and estimated proceeds from cards sales.

b/ Estimates for other resources are extrapolated using 1997-1998 estimated expenditures and recent indicators.

c/ Programme budget for regular resources includes proceeds from cards sales.

d/ Proposed budget for other resources includes special accounts.

e/ Including emergency programme funds.

f/ Programme support budget for ICDC is excluded from total programme support for headquarters in this table.

g/ Comprising net support budget proposal from regular resources of $493.5 million and $40 million recovery-funded from other resources (see table 1).

Annex IV

PRIVATE SECTOR DIVISION INCOME AND EXPENDITURES
1999 REVISED and 2000-2001 PLAN

(In millions of United States dollars)

	1999 Revised	2000 Plan	2001 Plan
Budgeted income			
Gross proceeds - product sales	148.0	155.0	165.0
Deduct: National Committees' retention	32.0	33.4	35.6
Net proceeds	116.0	121.6	129.4
Add: Other income - net	6.0	6.5	6.5
Net proceeds - product sales	122.0	128.1	135.9
Private sector fund-raising - regular resources	153.1	163.4	173.8
Total net proceeds - regular resources	275.1	291.5	309.7
Budgeted expenditures			
Commissions - field offices	2.1	2.3	2.6
Cost of goods delivered	32.0	34.0	36.0
Marketing expenditures	21.2	22.2	23.3
Support services	16.5	17.0	17.8
Fund-raising and Market Development Programmes	13.0	14.6	14.0
Total expenditures - consolidated	84.8	90.1	93.7
Net consolidated income - regular resources	190.3	201.4	216.0
Add: Other resources - private sector fund-raising	151.0	153.0	155.0
Net consolidated income - regular and other resources	341.3	354.4	371.0

Annex V (a)

SUPPORT COSTS FOR OTHER RESOURCES-FUNDED PROGRAMMES AT HEADQUARTERS, 2000-2001

Model assumptions for calculating headquarters support costs for other resources programmes

Recovery model definitions:	
Cost centre	The level of cost analysis for recovery purposes is the division/section unit.
Fixed cost	* Activities in the section are not influenced by other resources programmes.
Variable cost	* Activities in the section are influenced by other resources programmes.
Cost driver	Activity or workload indicator which is assumed to be the major contributor to section workloads.

Recovery model outline:	
Step 1	HQ sections are identified, where the workload is influenced by the volume of programme throughput.
Step 2	Cost drivers, which describe the workloads, are identified for each HQ division.
Step 3	The percentage of other resources contribution to the cost driver is calculated.
Step 4	The percentage is applied to the HQ section budgets, to estimate the support costs for other resources activities.
Step 5	The estimated costs for other resource activities are added for all involved HQ sections.

UNICEF posts: Budget data 2000-2001

Posts managed by Division of Human Resources in New York:	Posts	
Regular resources posts a/	1362	88%
Other resources programme posts	179	12%
	1541	100%

Supply Division purchase orders according to funding source: Actual data, 1998

	Value of purchase orders b/ (In millions of United States dollars)	
Regular resources	54.8	17%
Other resources	183.0	57%
Procurement services and special accounts	85.5	26%
TOTAL	323.3	100%

Global programme budget, 2000-2001

	Value (In millions of United States dollars)		Workload weighting	Weighted value	
Regular resources	770	45%	1	770	14%
Other resources	938	55%	5	4,690	86%
TOTAL	1,708	100%		5,460	100%

Emergency Programme Budget, 2000-2001

	Value (In millions of United States dollars)	
Other resources-funded emergency programmes	264	96%
Regular resources-funded emergency programmes	10	4%
Total	274	100%

a/ Regular resources posts include global international Professional and New York General Service posts.

b/ Supply Division Annual Report, annex I.

SUPPORT COSTS FOR OTHER RESOURCES-FUNDED PROGRAMMES AT HEADQUARTERS, 2000-2001

Support costs for other resources programmes at headquarters:

Division	Cost drivers	Cost allocation percentage	
Supply Division	Value of purchase orders	Percentage of other resources purchase orders	57%
Office of Emergency Programmes	Value of emergency programmes	Percentage of other resources emergency programmes	96%
DFAM	Value of managed resources	Percentage of other resources funds	55%
Divison of Human Resources	Number of managed posts	Percentage of other resources posts	12%
Programme Funding Office	Value of progamme funds	Weighted percentage of other resources programme funds	86%

Programme Support

(In millions of United States dollars)

		Cost centre			Other resources	
Supply Division	**Support budget**	**Fixed**	**Variable**	**%**	**activity costs**	
Administration and systems support	9.5	X				
Customer service support	5.3		X	57%	3.0	
Warehouse, logistics, quality assurance	8.6		X	57%	4.9	
Finance, human resources, common services	5.4		X	57%	3.1	
	28.7				**10.9**	**38%**
Office of Emergency Programmes						
New York	5.7		X	96%	5.5	
Geneva	1.9		X	96%	1.8	
	7.6				**7.3**	**96%**
Subtotal: Programme support					***18.2***	

Management and administration

(In millions of United States dollars)

		Cost centre			Other resources	
DFAM	**Support budget**	**Fixed**	**Variable**	**%**	**activity costs**	
Administration	6.8	X				
Accounts, Finance and Budget Sections	16.5		X	55%	9.1	
	23.4				**9.1**	**39%**
Division of Human Resources						
Administration	7.6	X				
Geographical clusters and career management	9.7		X	12%	1.1	
	17.3				**1.1**	**7%**
Programme Funding Office						
Administration	1.8	X				
Fund-raising and Monitoring Units	5.9		X	86%	5.0	
	7.7				**5.0**	**66%**
Subtotal: Management and administration					***15.2***	

GRAND TOTAL

Support costs for other resources programmes at headquarters	(In millions of United States dollars)	**33.4**	39%

Annex V (b)

SUPPORT COSTS FOR OTHER RESOURCES-FUNDED PROGRAMMES IN COUNTRY AND REGIONAL OFFICES, 2000-2001

(Current methodology)

Recovery model definition:

Fixed costs in the field: Costs which exist irregardless of the levels of other resources programmes.
The staff costs of the representative, programme coordinator, operations officer and communication officer would be considered fixed.

Variable costs in the field: Costs where the volume would vary according to the size of other resources programmes.
The rest of the operations section staff such as administrative, financial, personnel officer or assistant.
The common general operating costs would also be considered as variable costs.

Cost driver: Indicators used in the model as the major contributor to variable costs.
For these purposes, the indicators are the resource level for other resources programmes.

Calculation of cost driver

Resources in country and regional offices

	Total resources	% (A)	% (B)
Programme			
Regular resources	745.4	44.7%	38.3%
Other resources	922.1	55.3%	47.4%
Total, Programme	1667.5	100.0%	
Support	279.1		14.3%
Total, Resources	1946.6		100.0%

Calculation of support costs for other resources programmes in the field		Support budget (In millions of United States dollars)	% allocation for other resources	Support costs for other resources
Fixed costs	Representatives, programme coordinators, communication and operations officers	178	0%	0
Variable costs	Remaining operations staff	56	55.3% (A)	31
	Common general operating costs	45	47.4% (B)	21
	Total programme support	279		52

Annex V (c)

SUPPORT COSTS FOR OTHER RESOURCES-FUNDED PROGRAMMES IN COUNTRY AND REGIONAL OFFICES, 2000-2001

(For illustration purposes, a simulation showing calculation with different assumptions)

Different assumptions :

1 Allocate representative, programme coordinator, communication officer and operations officer time to other resources.
Consider 50 per cent of their time will be spent on resources-related matters which will again be prorated to other resources.

2 Exclude recovery charges collected from private sector funds raised in programme countries.

3 Interest earned on unspent other resources cash balances is not used to offset recovery charges.

Fixed costs in the field: Costs which exist irregardless of the levels of other resources programmes.
However, for illustration puposes, their time spent on other resources programmes are estimated and included.

Variable costs in the field: Costs where the volume would vary according to the size of other resources programmes.
The rest of the operations section staff such as administrative, financial, personnel officer or assistant.
The common general operating costs would also be considered as variable costs.

Cost driver: Indicators used in the model as the major contributor to variable costs.
For these purposes, the indicators are the resource level for other resources programmes.

Calculation of cost driver

Resources in country and regional offices

	Total resources	% (A)	% (B)
Programme			
Regular resources	745.4	44.7%	38.3%
Other resources	922.1	55.3%	47.4%
Total, Programme	1667.5	100.0%	
Support	279.1		14.3%
Total, Resources	1946.6		100.0%

Calculation of support costs for other resources programmes in the field		Support budget (In millions of United States dollars)	% allocation for other resources	Support costs for other resources
Fixed costs	Representatives, programme coordinators, communication and operations officers	178	24% *	42
Variable costs	Remaining operations staff	56	55.3% (A)	31
	Common general operating costs	45	47.4% (B)	21
	Total programme support	279		94

* 47.4 per cent times 50 per cent of their time spent on resources-related matters.

	Indirect support costs for other resources programmes using the above three changes in assumptions	2000-2001 (In millions of United States dollars)
1	Indirect support costs for other resources programmes	
	Programme support	
	Country and regional offices	94
	Headquarters	18
	Subtotal	112
	Management and administration of organization	15
2	Total indirect support costs	127
3	% of support costs to other resources prog. expenditure (line 2 divided by line 4)	13.5%
4	Total other resources programme expenditure	938
5	Less private sector funding in programme countries	30
6	Total other resources programme expenditure where recovery is to be charged	908
7	% of recovery to be collected = line 2 divided by line 6	14.0%

Annex VI

ACTUAL EXPENDITURE IN TRAINING ACTIVITIES IN 1997-1998 FUNDED FROM THE SUPPORT BUDGET

(In United States dollars)

	1997	1998
Total allotment	3,000,000	3,000,000
Actual expenditure		
REGIONAL / FIELD		
Group / individual	524,000	463,710
Regional workshops		
Management and leadership	289,626	404,700
Programme process	278,795	275,900
PROMS	84,570	161,500
Finance/Administration/Personnel	53,648	122,000
Supply	0	70,000
Subtotal, Regional workshops	706,639	1,034,100
HEADQUARTERS		
Group / individual		
Incl. SD-Copenhagen, GRO and Office for Japan	379,000	474,000
REGIONAL / HEADQUARTERS		
Global workshops		
New representative training	99,540	120,000
Management skills	137,526	125,465
Programme process	35,512	
Subtotal , Global workshops	272,000	290,000
Translations	0	46,000
Production / materials	65,000	65,000
External language	45,000	40,000
Study leave	203,000	120,000
Management initiatives	180,000	50,000
Inter-agency training	35,000	30,000
Emergency response	223,000	40,000
Child rights	70,000	15,000
UNDAF	0	35,000
FLS	0	25,000
TOTAL, Actual expenditure	2,702,639	2,727,810

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